CAPTURING TOP AND RECREATIONAL ATHLETES IN THE SPORTS MARKET:

DETERMINING THE STRATIGIC POSITION AND DEVELOPING A REPEATABLE GROWTH PLAN FOR A COMPANY SPECIALIZED IN BIOMECHANICAL SCREENINGS

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1. Executive Summary

Overall, the objectives of this In-Company project are threefold; to identify opportunities for UPsports and determine the best position for the business unit; to recommend a horizon growth plan for UPsports, supported by a business model, marketing plan, operational plan and financial plan that will guarantee UPsports to capture the defined position in the first part; to identify interesting geographical expansion opportunities that allow for repeatability. In sum, the objective is to draw up an ambitious, yet realistic plan for UPsports. One that addresses current inhibitors of their growth and enables a plan that will fulfill UPsports growth ambitions. Linked to the objectives, the project is divided into three parts:

- How to position UPsports?
- How to capture the position?
- Where to expand to?

For this project input from both the literature review and market research was used. More specifically, for the latter, three groups of qualitative in-depth interview were conducted: current customers, current medial partners and experts concerning different aspects of the business model.

Part I: How to position UPsports?

Objective: Formulating an answer to the first part of the research question.

This part consists of an analysis section and a position determination section. The analysis consists of an internal and external analysis to identify strengths, weaknesses, opportunities and threats for UPsports. The internal analysis addresses a marketing and sales analysis for the current medical partners and customers, whereas the external analysis consists of a competitor analysis, customer analysis, partner analysis and market sizing. For the position determination the outcome of the analysis is used as input, together with the strategy workshop with the management team.

Analysis

Marketing & sales analysis

The research question addressed here is: 'What are the current marketing and sales efforts done and where is UPsports still lacking in order to convince customers/ medical partners of their purchasing decision?'

The main takeaways are that there are currently no sufficient efforts in the stage of 'Need recognition', resulting in a lack of awareness, and the stage of 'Providing detailed information of the solution' for both current medical partners and customers. Although efforts are already made in the stage of 'Introduction to UPsports', 'Proof points', and 'Making an appointment' (and 'Referral of patients' respectively), there is also still room for improvement in those stages. It is essential to make the transition between the different stages, as seamless as possible in order to reduce the probability of customers leaving the path to purchase.

Competitor analysis

The research question addressed here is: 'Who are the direct competitors of UPsports and on which competing factors do they compete? How do the current customers perceive UPsports relative to the competitors?'.

The main takeaways of this part are that the competing market can be divided in three; the sports screening market, the sports apparel market and the sports insoles market. In addition, of the competitors listed, UPsports does not have one competitor that does exactly the same as them and therefore the competitors can also be seen as complementors.

Customer analysis

The research question addressed in this part is: 'Who are the target customers and what are their needs?'

The main takeaways of this part are that in total six personae were identified, with different motives, channels and fervency level of sports. The need 'to feel like an athlete' was mentioned by all customer segments and becomes more prominent for lower level athletes. The need for innovation, performance-enhancing and biomechanical screening is limited with the big audience and only expressed by top athletes and very high level of athletes. This need must still be created.

Partner analysis

The research question of this part is: 'Who are the current medical partners of UPsports, what are their needs and who should be the target profiles in the future?'.

The main takeaways of this part are that many partners have their own medical beliefs, resulting in skepticism and a fear for their job. Medical partners can thus act as recommenders, but also as saboteurs.

All medical partners expressed a need for qualitative, innovative products and a short line (personal face) with UPsports. Some medical partners (mostly the top) also expressed a need for a two-way and close collaboration.

Market sizing

The research question of this part is: 'How big is the serviceable obtainable market of UPsports?'.
The main takeaway of the market sizing is that the total serviceable obtainable market in Belgium consists of 131,110 people.

Position determination

Based upon the input of the competitor and customer analysis, an extended version of the Blue Ocean Strategy Framework, was used to determine the best position for UPsports (see figure 1). The six values on which UPsports will create a blue ocean are: well-managed network, being treated as a unique case, a personal relation (one face), tailored medical explanation, follow-up and feel like an athlete. The blue ocean together with the input of the strategy workshop, determines the to be of UPsports; establishing connectivity with all stakeholders involved (partners, employees, and customers).

Part II: How to capture the position?

Objective: Formulating an answer to the second part of the research question.
This part is subdivided in five smaller parts, being business model, marketing plan, operational plan, human resources plan and financial plan. Throughout all parts, smaller research questions will be answered, providing answers for the overall business plan for UPsports.

Business model

The research questions answered in this part is: 'How to establish connectivity with the customers, partners, employees?'

Connectivity with customers:

This will be mainly done by establishing a 'one face, one hub' approach, by implementing a CRM program and the creation of a digital platform.

Connectivity with partners:

Maintaining the partners in the partner network will focus on education and informing.
Acquiring the partners in the loyal partner network will be done mainly via personal visits.

Connectivity with employees:

In this report it is proposed to maintain connectivity via regular trainings, lunch and learns, and informal teambuilding events.

Marketing plan

The research question answered here is twofold: 'How to create traffic to the website?' and 'How will awareness be created about biomechanical screening and the UPsports brand?'

Creating traffic to the website

Content marketing and relevant social media channels will be proposed as main tools for generating traffic to the website. More specifically, the website should be the central platform in the marketing campaign where every other marketing efforts leads to.

Creating awareness of UPsports and biomechanical screenings

The proposal in this report for creating awareness is to, again, focus on content marketing. Also, and linked to this, online social media channels and ambassadors

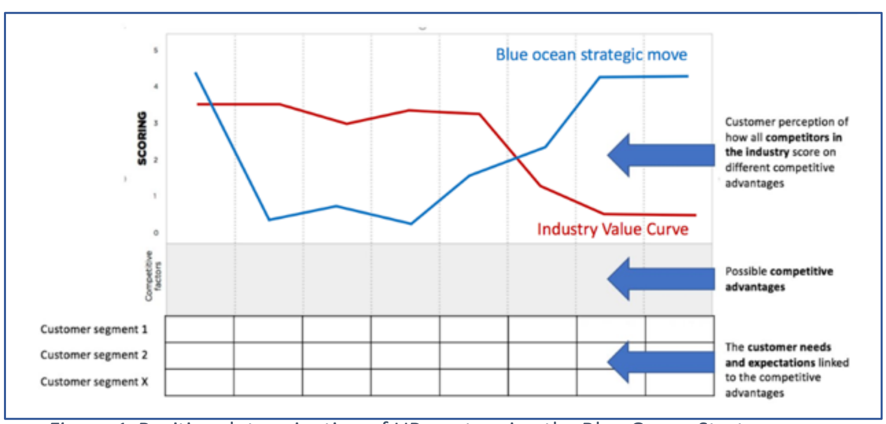


Figure 1: Position determination of UPsports using the Blue Ocean Strategy Framework.

(top athletes and sub top athletes) will be used to reinforce this.

Operations

This part will be structured under four research questions.

Question 1: 'How should one hub at maturity be organized in order to maximize the capacity?'

A hub as follows is seen as a repeatable hub unit, spread over different locations:

- A mature hub will serve 2,060 customers per year.
- There will be 7-8 repeatable hubs necessary to cover Flanders.
- Every hub at maturity will consist of 2 FTE's.

On every location a single or a double hub can be present. Double, indicating twice the repeatable unit mentioned above.

Question 2: 'How long does it take for one hub to reach maturity?'

Maturity of one hub is reached in the second half of the third year after the opening of a new hub (maturity levels: year 1:62%, year 2: 88%, year 3: 97.5%). Every half year before the opening of a new hub a new employee will be trained, a second employee will be trained the first half year of the opening of the new hub.

Question 3: 'Given a 40 km radius, where should UPsports' hubs be positioned and what would be the ideal size in order to serve the capture area?'

In total, UPsports will be present in eight locations; 5 locations in Flanders (Antwerp, Genk, Brussels, Ghent, Roeselare), 3 in Wallonia (Luik, Bergen, Namen). Yet, in total more hubs will be opened, as in some locations double hubs will be present. This will be the case in Antwerp and in Brussels. Overall, one new hub will be opened every year.

Human Resources plan

Question 1: Who is responsible for what? How should the roles be divided?

In the long-term three managers will be needed; one content manager (making webinars, R&D, content of partner evenings), one hub manager (all-round coach of all employees, logistics), and one growth strategy manager (looks for opportunities to expand).

Employees will be responsible for the day to day operations of their own UPlab and partner network (running an UPlab, acquiring and maintaining partners, CRM/ follow-up). In addition, in the training period before the opening of the own hub, the new employees will observe in another hub and collect partners for their own network.

The logistics and content marketing will mainly be outsourced. Also, administration and financials are organized on an overhead level but not as a full-time occupation.

Question 2: Which profiles should UPsports hire?

The main driver to select employees for UPsports are their sales skills, sports background and enthusiasm, and motivation. No physiotherapist background is needed, as training will be provided during the first 6 months at UPsports. Yet, some medical knowledge is needed as this is claimed to be highly important for the medical partners.

Financial plan

The financial plan consists of the contribution margin, the P&L and the CAPEX. The latter will be an investment of 140K each year. On hub level the revenue of one hub at maturity will be 583K, with the main costs being COGS (26%), payroll (25%), OPEX (4%), marketing (3,7% and 9% in the year of the opening of the hub). This sums up to an EBITDA of 41% for a hub at maturity.

The overall P&L indicates a revenue stream that varies from 1.05mio (2021) to 6.79 mio (2030). In 2030 the EBITDA will amount to 31.4%, with the main costs being COGS (25%), payroll (33%), OPEX (6%) marketing (5%).

Part III: Where to expand to?

Objective: Formulating an answer to the third part of the research question.

This part will be less extensive than the previous parts, yet it will compare neighboring countries in order to identify possible expansion opportunities abroad. More specifically, by making use of a CAGE-analysis it was decided that the Netherlands are most attractive to expand.

2. Introduction

This report will start with an overall introduction to the mother company of UPsports. Afterwards, the UPsports business unit will be introduced, which will be the focus of this study.

2.1. Introduction to Vigo

In 1956 the family Ruysschaert-Van Houtegem founded ‘Centrum voor Technische Orthopedie’, a center specialized in customized orthotics and protheses. Vigo originated from the fusion between CTO and Ortho Holding and is currently the Belgian market leader for technical orthopedic solutions, ranging from orthotics, protheses and braces to wheelchairs and insoles. Vigo also offers gait analysis in order to get a better understanding of the posture of the patient, and thus the customization needed of the product offering. In addition, Vigo often works in multidisciplinary teams to include the care network of the patient. In sum, the core business of Vigo Group is finding solutions for people in order to help them finding a way to keep on moving. They focus on all ages, disabled and non-disabled customers.

Vigo Group, which is headquartered in Wetteren, has seventeen other facilities in Belgium and recently also opened three facilities in Poland. The facilities in Poland are entirely focused on production in order to serve the Polish market, whereas in Belgium only the facilities in Wetteren, Heverlee, Genk, Pellenberg and Zellik have a production unit. This scale has led Vigo Group to become market leader in Belgium with a revenue stream of 72.4 million euro (De Tijd, 2019). However, recently, in November 2019 the company announced the acquisition of Vigo Group by Ottobock, the German world leader in development and production of orthopedic materials. Up until then, Ottobock had been solely a supplier for some of Vigo's products. The acquisition entailed some changes for the family company, such as the replacement of the 61-year old CEO Jan Ruysschaert.

2.2. Introduction to UPsports

The UPsports business unit of Vigo Group originated out of the core expertise of the company in insoles and gait analysis. This unit aims to focus on amateur athletes, non-regular athletes and professional athletes of all ages and sport types, offering performance enhancing, curative and preventive products. Professional athletes such as Jonathan and Kevin Borlée or RSCA Anderlecht are currently part of UPsports customer base. By performing an in-depth running analysis, information can be gathered on how to better support athletes in their sport and how to find customized solutions. The products that are currently being offered are insoles (UPsoles) or steering gear (UPsuits or UPshorts), depending on the customer profile, needs, wants and goals. Those products will be discussed more in detail in section 2.2.2, product portfolio. UPsports has two facilities in Belgium, one in Sterrebeek and one in Vigo's headquarter, Wetteren. However, as UPsports has been growing organically by Vigo's core expertise and demand from professional athletes, it can be noted that UPsports is not yet a stand-alone unit. The UPlab in Wetteren, for example, originally only a Vigo facility, is not yet fully separated from the Vigo building. In addition, the production of the steering soles currently also happens in the Vigo production facility in Wetteren.

As the UPsports business has been growing mainly through word-of-mouth, it can be said that the business unit is rather small compared to Vigo's core business. More specifically, the revenue stream is estimated on 300K euro compared to the beforementioned 72.4 million euros revenue stream of the Vigo Group. UPsports is managed by two employees who are responsible for both labs, they manage the entire

UPsports division, from analysis to sales. They will be discussed more in depth in section 2.2.1, team. In addition, many customers find their way to UPsports by getting forwarded by a medical partner. That is, by a doctor, a physiotherapist or osteopath. Therefore, partners are key in attracting clients and growing the business.

2.2.1. Team

In a small business unit such as UPsports, the internal capabilities of the frontline are crucial. Currently UPsports is run by two people that are responsible for the day-to-day operations of the sports labs; namely Magalie and Wim. Their expertise and network are two important factors in the line of business they are conducting. The internal expertise of the frontline about UPsports' orthopedic and innovative products and analysis is a major asset, as the customers at UPsports need to get a thorough explanation from Magalie or Wim. They are also in direct contact with physiotherapists, sports doctors and osteopaths; hence some medical knowledge and sales skills can be of use.

Magalie has a master's degree in biomedical sciences, an additional bachelor in orthopedic technology and has been working for Vigo for almost 5 years. She also takes up the responsibility around the software and hardware, and often arranges the operational side of the business. Wim has 27 years of experience working at Vigo and has numerous connections in the orthopedic and sports world. In a business landscape where partnerships are built on mutual trust this is a clear asset. Wim is also responsible for the R&D of the steering gears. Both Magalie and Wim have a true passion for orthopedics and biomechanics, making them essential for UPsports growth.

2.2.2. Product portfolio

UPsports product portfolio consists of the UPsoles, the UPsuits, the UPshorts and the biomechanical screening in itself (UPlab). Those will be discussed in the paragraphs below. Currently, 96% of the products sold are UPsoles, and only 3% and 1% acquires UPsuits and UPshorts respectively. As the biomechanical screening is a prerequisite when purchasing the UPproducts, those are performed in 100% of the cases.

UPlab

First and foremost, UPsports offers a complete, full-body in-depth analysis providing a complete picture of the sports situation of the athlete. This analysis starts with an intake meeting and a biomechanical screening led by Magalie or Wim using highspeed cameras, a medical treadmill and biomechanical specialized software programs. Screenings can be done indoor (both in Sterrebeek and Wetteren) or outdoor (only in Sterrebeek). The parameters measured in such a report are weight, pressure, pressure line, center of pressure, rotation and straight length. In addition, a more extensive analysis can be done by making use of black box screening while running on a treadmill. By means of UV-lights and white markers, some specific deviations in, for example the spine, can be identified. Depending on the results of the screening, UPsports can offer the athlete a made-to-measure solution such as UPsoles or UPsuits, or they send a report with the resulting parameters to the medical partner of the patient.

UPsoles

The UPsoles are no regular insoles, but rather steering soles. They are always an outcome of the dynamic measurements described above. The resulting sports specific UPsoles are fitted to the athlete, while correcting the posture, supporting the entire body, relieving pressure and ensuring biomechanical alignment. The UPsoles are made of high-quality materials and are adapted to each type of sporting shoe.

UPclothing

In addition to the UPsoles, UPclothing can be a second outcome of the biomechanical screening in the UPlab. The UPclothing results from Vigo's core business, as such there is in-house knowledge available on technical orthopedics and sensorimotor-enhancing suits that improve the gait of patients with severe impairments. Because of this expertise and a rising demand of top athletes, a patented performance enhancing medical suit was designed. Those steering gear are patented as a medical device and can work both performance-enhancing, preventive or curative to treat injuries. The offered steering gear corrects your posture while decreasing energy waste because it is made of polyamide with spiders stitched on anatomical places for the preloading of the muscles. This leads to specific benefits such as providing muscle support, decreasing muscle acidification, increasing stability, elongating the body and speeding up muscle recovery. On top of this, the UPclothing also improves thermoregulation and blood circulation. This can be done for the entire body with the UPsuits, while the UPshorts focuses on the lower limbs, lower back and pelvis. UPclothing is made semi-customized; it is available in eight sizes and adaptations are made for a perfect fit with the patient. UPsports is planning on designing a third suit, which will be more high-end, including sensors to measure blood pressure, heart rate, temperature, acidification, etc. Such suits, connected to an app, can be used for monitoring and collecting real-time data while sporting. For example, this can be helpful for monitoring soccer players during a match to decide properly when to replace a player.

3. Vigo's motivation for the In-Company Project

As was mentioned above, UPsports is a rather small business unit with a 300K euro revenue stream. The fact that UPsports is part of a resourceful corporate enables them to explore possible opportunities. This report is the first step in that direction. The problem statement and objective of this In-Company project will be explained below.

3.1. Problem statement

UPsports and Vigo Group have indicated that the unit has not fully been able to explore its capabilities and possible market opportunity. More specifically, an 'on-off approach' of the management team has only allowed organic growth up until now. The latter often changed their minds about investing and paused the expansion plans of UPsports repeatedly, leading to a customer base that mainly grew through organic growth and word of mouth. Some issues are linked to this. First, it is not clear in which direction UPsports aims to grow in the future. For example, it claims to be a unit for athletes of all levels, but currently also non-athletes are visiting the UPlabs. Although this indicates the potential of UPsports to attract a variety of athletes, it also clarifies that no focused or defined customer segments have been targeted up until now. Second, as a consequence, UPsports has 'jumped' on many opportunities at once, leaving no room for a well-thought true business plan or market position definition. Third, UPsports is currently run by only two employees who have reached their full capacity. All those elements combined represent interlinked issues that are currently inhibiting UPsports growth. One of the consequences mentioned by the company is that no brand awareness currently exists, leading to a revenue stream of 300K euro.

3.2. ICP Objective and Research Question

Given the interlinked issues described in the problem statement, it is of importance to use a well-thought through approach that succeeds into addressing current inhibitors of UPsports growth and enables a plan that will fulfill UPsports growth ambitions.

The research question that will be addressed in this report is the following:

"Where to position UPsports and how to capture this position in order to become top of mind for both recreational athletes and top athletes in the Belgian sports market, and how can this model be repeated in neighboring countries?"

More specifically, the research question consists of three parts, which will be answered in the respective three parts in this report: 'How to position UPsports?', 'How to capture this position?' and lastly, 'How to repeat this model?'. The aim of this ICP is first to clearly analyze internal and external possibilities in order to identify the best position for the business unit. Second, the aim is to recommend a horizon growth plan for UPsports, supported by a business model, marketing plan, operation plan and business plan that will guarantee UPsports to capture the defined position in the first part. Lastly, the aim is to identify interesting geographical expansion opportunities. In sum, the objective is to draw up an ambitious, yet realistic plan for UPsports.

4. Methodology

In this chapter the methodology used to answer the research question is clarified. The first part of this sections describes the two main procedures of collecting input: literature review and qualitative market research. Next, the research question is divided into three sub-questions:

1. Where to position UPsports to become top of mind for both recreational athletes and top athletes in the Belgian sports market?
2. How to capture this position?
3. How can the business model be repeated in neighboring countries?

Which techniques, frameworks, structure are used to address each of these sub-questions, and why, will be discussed in this section.

4.1. Input collection

4.1.1. Literature review

The literature review is divided into two parts: one focusing on literature about growth strategies and related best practices that will be used as input for the first part 'how to position UPsports'. Given the lack of current efforts and clear direction and their wish to grow from the core, best practices and strategy literature are collected to take away in this project.

The second aspect of the literature review focuses on the best practices for establishing a strong position; building an effective business plan and marketing approach for new ventures, which will serve as input to answer the question: how to capture the position with a practical business model and business plan?

4.1.2. Market research

The market research consists of qualitative interviews and can be divided into three main sections:

1. A market research with current customers of UPsports.
2. A market research with the current partners of UPsports.
3. Interviews with experts concerning different aspects of the business model, in order to test and evaluate several business ideas.

The first two market researches serve as input for the chapter 'How to position Upsports?' while the latter one is used as input for the second chapter 'How to capture the position' in order to increase the ability to practically implement the proposed business model and plan.

The main objective of the customer market research is to question the brand loyalty, the perceived strengths and weaknesses of UPsports and the typical customer profiles. For the partners, the market research is focused on the typical partner profiles, brand loyalty and the decisive arguments to refer patients. For the third market research, the one with the 'experts', the aim is to test business ideas of the business model and to question their opinion about it. Given the nature of these objectives, a qualitative research is most appropriate. A one-on-one in-depth interview by phone, allows us to acquire the most complete answers and new insights. In order to acquire as complete and unbiased information as possible, the market research starts with open questions and ends with closed questions, to allow for easier analyses afterwards.

Techniques used in the market research

- *<u>Path to purchase</u>*: The Path-to-Purchase refers to the chronological order of the different channels and touchpoints with UPsports that customers use or are exposed to in order to make a final 'purchase'. All contact points between the customer and UPsports are questioned by asking the contact points in chronological order. With this information a clear image of the most important touchpoints becomes visible. This can help to know which efforts are most efficient and should be invested in.
- *<u>Ranking scale as forced choice:</u>* The ranking scale technique asks the respondents to order several statements/ choices from most favorable to least favorable. This technique is also a form of forced choice as there is no option to answer the question in a neutral way and avoids the 'central tendency effect'. This can help as the strategy of UPsports depends on the preferences of its customers.
- *<u>Projective technique:</u>* The third person technique is a projective technique where the respondents give the answer to a question replacing themselves in the shoes of someone else, in this survey the manager of the UPsports lab. The respondent uses themselves as a refence point making their answer more objective as they are less reluctant to hold back their opinion. The third person technique will be used to detect what customers perceive as a weakness of UPsports and what their actual need is rather than that they give as a solution (Kumar, Aaker, & Day, 1999).

4.1.2.1. Current customers

A stratified sampling method is used, selecting a representative sample from the current customer base ranging over different ages and fervency levels of sports. Initially 28 customers were interviewed, from which 7 were excluded as they did not come to UPsports with sports motives. Those 28 profiles were complemented with 5 extra profiles in such a way that from each profile (sports level, motivation, …) at least 3 different persons were interviewed. A summary of each interview can be found in Appendix B1.

The script can be found in Appendix A1. The following aspects are questioned during the market research of the current customers:

- **Brand loyalty***: How loyal are the customers towards UPsports?* The importance of this research question is two-fold. First, mouth-to-mouth advertising is indispensable for a trustworthy image of Vigo. Second, the frontline of UPsports is convinced of the importance of a good relationship with the customers. With this research question evidence is searched for this assumption and this the outcomes will be taken up in the persona profiles.
- **Brand perception**: *How do the current customers perceive Upsports (both strengths and weaknesses in the perception of customers)?* This research question is meant to confirm or disprove our assumption that there is a mismatch between how UPsports is perceived internally and how it is perceived by the customers. In these kind of questions people often do not want to express attitudes that are perceived as non-social. The projective technique and more specifically the third person technique, eliminate these biased answers by asking to put the respondents in some else his shoes.

- **Market Segmentation & customer profiles***: What are the typical profiles of an UPsports customer and on which to focus?* This research question will confirm or deny the assumption that most customer of UPsports are athletes who are actively concerned with their own health and body. The results from the interviews are the starting point of the persona profiles and the customer segmentation that will be discussed later.
- **Strategy testing:** *What would be a good strategy for UPsports regarding the customer expectations?* This research question is an important indicator for the future strategy of UPsports. The three main categories of strategy are tested; product leadership strategy, customer intimacy and cost leadership. A ranking scale question gives a clear overview in which the customers perceive as most important.
- **Path to purchase:** *What is the path to purchase of the current customers?* This research question will give more insights in all the possible touchpoints between UPsports and these customers.

4.1.2.2. Current partners

Again, a stratified sampling method is used, selecting a representative sample from the current partners. 17 partners were interviewed, and a summary of each interview can be found in Appendix B2.

The following aspects are questioned during the market research of the current customers (and the script can be found in Appendix A2):

- **Brand loyalty:** *How loyal are the current partners?* As the current partners of UPsports are an important link in how customers come in contact with UPsports, the assumption was tested that the current partners of UPsports are loyal regarding to UPsports. That is, they regularly and solely refer patients to UPsports.
- **Brand perception:** *How do the current partners perceive UPsports?* In this research question the assumption will be tested that the current partners perceive UPsports as a highly trained medical and expertise provider in the current market. As a matter of fact, this is how UPsports currently thinks they are perceived in the market.
- **Path to purchase and touchpoints:** *What is the path to purchase of the current partners of UPsport?* With this research question the emotions and touchpoints of the current partners with UPsports will be explored in chronological order. More specifically, how do they come in contact with UPsports, what did they think of its service and will they come back? An open format question will be used in which current partners are encouraged to explain their journey with UPsports.
- **Decisive arguments:** *What are the needs, expectations and decisive arguments?* The expectations of partners regarding collaborations with sport labs and their decisive arguments in choosing to work with certain sport labs will be tested. First an open question will be asked to avoid biased response and afterwards a forced choice format in the form of a ranking scale will be used to improve later interpretation of the input and compare answers of respondents.
- **Partner segmentation & partner profiles:** *What are the typical profiles of an UPsports partner and on which to focus?* This research question will test the assumption that UPsports current partners are mostly sport doctors and physiotherapists that work together with and thus treat

high level athletes. As they are an important link in referring their patients to UPsports, the input of this question will be used to draw up a clear image of the current UPsports partners, and later to decide on which segments UPsports should focus.

4.1.2.3. Experts concerning different aspects of the business model

For the seconds part, the creation of a business model and business plan, several 'experts' are interviewed in order to test business ideas of the business model and to question their opinion about it. This in order to make the business plan and model more practically implementable and realistic. The 'experts' can be divided into the following categories:

- Interviews with people with **international experience.** Those can be both international medical partners and key figures in the international sports word.
- **Network building with medical partners and UPline at medical partners:** Under this category several profiles are interviewed. First, potential sports-focused medical partners having a strong interest in biomechanical screening. Second, current partners about their opinion of UPline at medical partners. Third, experts about law for physiotherapists and deontological issues for the concept 'UPline at the medical partners. Last, possible channels are questioned to establish network building with medical partners.
- Interviews with possible **strategic partners.**
- Interviews to test **the overall business model of UPsports,** including companies with similar strategies and business models.
- Interviews with **marketing agencies.**

In total 16 interviews with experts in their field are executed, which can all be found in Appendix B3.

4.2. How to position UPsports?

This chapter consists of 2 parts: First the analysis (both internal & external) and second the 'Position Determination'. In order to form the bridge between the two parts, two frameworks are used: SWOT and an extended version of the Blue Ocean Strategy Framework. A SWOT is applied to reveal, rather high-level and as an outcome of all analyses, how the internal weaknesses and strengths should be used to address the external opportunities and threats. The extended Blue Ocean Strategy Framework is used to uncover on which aspects to focus and on which ones not in order to outperform the market and fulfill the needs of the customers. First, some explanation about the latter framework should be given, before moving on to clarifying the structure and techniques used in both the 'Analysis' and 'Position Determination' part.

Extended blue ocean strategy framework

The red ocean is about offering the existing demand, in the existing market by beating the competition. In contradiction, the blue ocean is about creating an unexplored market with new demands in which the current competition is made irrelevant. This theory is based on the underlying assumption that markets can be reconstructed by players in the market. In order to reveal the blue ocean in a specific market, all competitors are given a score on each of the competitive factors, based on how they are perceived by customers. Based on how the competitors score on different competitive factors, there can be decided on which factors to focus and on which once not in order to establish a blue ocean strategic move. Labels (eliminate, reduce, raise and create) are given to each factor to indicate whether there should be focused on or not.

The framework as depicted above is the traditional blue ocean strategy framework, in detail described in the book 'Blue Ocean Strategy', (Kim & Mauborgne, 2014). An extended version of the framework is made in order to better fit the purpose of UPsports. Two extensions are made. The first adaptation is an extra label that is created; some factors are given the label 'position in the market'. The second adaptation is the customer needs that are linked to the different competitive factors. Per customer segment, there is indicated what importance is attached by the customer to each competitive factor. This allows to create a blue ocean based on both competition and customer insights. A draft of the extended blue ocean strategy framework is shown in figure 2.

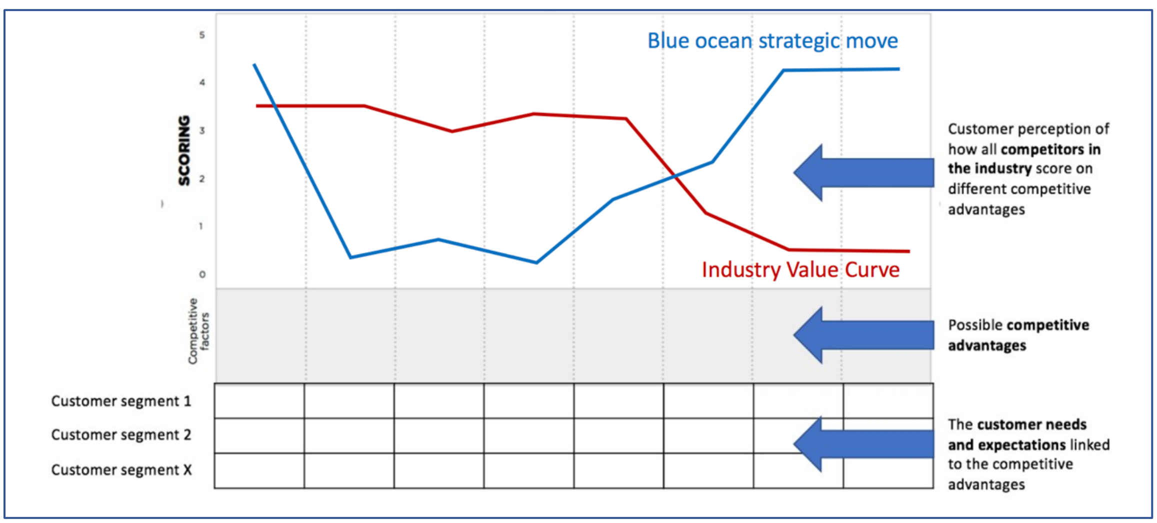


Figure 2: Extended Blue Ocean Strategy Framework.

This framework is appropriate to address the question of 'How to position UPsports?' as it allows to get insights in the position possibilities, being in the existing or new market, also considering the customers and giving an overview on which values and customers to focus. The framework is extended by us because there is not yet decided on which customers to focus, which is an important aspect as Chris Zook (2001) states that customers insights are key for a successful growth strategy.

4.2.1. Analysis

4.2.1.1. Ecosystem

The question answered here reads as follows: *'How does the Belgian sports market, centered around UPsports, look like? Who are the players and what are the mutual relationships?'.*

This will be answered by applying an ecosystem, mapping the competitors, complementors, partners, etc. This element is essential as the general research question is outlined for the Belgian sports market, which should be mapped in order to begin the analyses.

4.2.1.2. Internal Analysis

The internal analysis focuses on what the management team indicated themselves as being the largest internal weakness due to the organic growth. Namely the small customer base due to a lack of brand awareness. Therefore, the internal analysis consists of a marketing and sales analysis. Other internal capabilities, such as team and products are in detail discussed in the introduction to UPsports and do not require further analysis.

Marketing and Sales Analysis

The question answered here reads as follows: *'Why do customers (/partners) not make a first purchase (/referral) at UPsports? What are the current hurdles they are experiencing and where are the opportunities to do it better?'*

A path to purchase is set up in order to answer this research question. The chronological order of the different channels and touchpoints with UPsports is mapped and divided into several stages (figure 3). Per stage, the potential channels and touchpoints are summed up and which ones are already explored, in order to reveal the untapped opportunities and explain why customers (/partners) do not meet UPsports for a first purchase (/referral). A similar methodology is applied for both the customers and the partners.

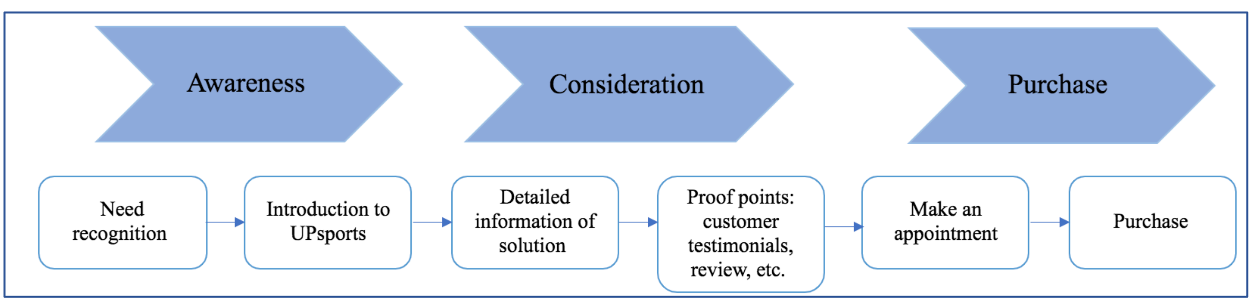


Figure 3: The different stages of the path to purchase.

4.2.1.3. External analysis

Competitor analysis

'Who are the direct competitors of UPsports and on which competing factors do they compete? How do the current customers perceive UPsports relative to the competitors?'

Based on the market research of the customers and analyzing the websites of the competitors, competing factors are determined on which both the competitors and UPsports are scored according to the customers' perception. Important to note that this is a subjective analysis, which is intended to be so as competitors are always scored from the subjective point of view of the customers. These results will be visualized as described above in the blue ocean strategy framework.

Customer analysis

'Who are the target customers and what are their needs?'

The main objectives of the qualitative market research with the customers is to identify the needs of the current customers and the typical customer profiles. A design thinking research is applied (Rowe, P.G., 1987).

- First, about twenty **need statements** are identified by grouping quotes from the qualitative market research.
- Second, a **thematic analysis** is done on these need statements, meaning a distinction is made between met needs & needs with room for improvement and between primary & secondary needs and. A primary need indicating needs that are expressed by several customer segments, while secondary needs are only expressed by specific customer profiles.
- Next, with the thematized need statements as input, customer **personae** are created (Goodwin, 2008). A persona is a fictional description of an ideal customer. The intention is not to describe one specific customer but to merge several customers to an ideal average customer. This information serves as an input for the go-to-market strategy developed in the second chapter.

Partner analysis

The research question answered in the partner analysis reads as follows: *'Who are the current medical partners of UPsports, what are their needs?'.* For the partner analysis the same methodology is applied as for the customer analysis: need statements, thematic analysis of the need statements and partner personae descriptions.

Market sizing

'How big is the serviceable obtainable market of UPsports?'. In order to answer this research, question the TAM-SAM-SOM method is applied (Businessplanshop, 2013):

- TAM = Total Available Market, which is in the case of UPsports the whole sports market in Belgium and Flanders.
- SAM= Serviceable Available Market. This term is tailored to the case of UPsports and means in this report available market that can be served given the in-house expertise. For example, the

SAM when focusing only on runners differs from when being able to serve both runners and cyclists. Thus, the SAM depends on the different sports segments that can be served.

- SOM = Serviceable Obtainable Market, which represents the percentage of the SAM that can be captured by UPsports.

For the growth plan of the second chapter, a bottom-up approach will be applied to determine the market every year, rather than a top-down approach such as the TAM-SAM-SOM. Yet, this bottom-up approach will always be aligned with the SOM, in order to come to the most realistic market sizing in the business plan.

4.2.1.4. Conclusion Analysis

In order to conclude the internal and external analysis, the main takeaways of all components will be summarized and used as input to apply a SWOT analysis. The SWOT analysis gives an overview of the analysis, revealing the main issues and opportunities, used as a starting point for defining the future position of UPsports.

4.2.2. Position Determination

4.2.2.1. Current strategy & strategy workshop

Given the fact that there is a current lack of clear direction and focus, as mentioned in the problem statement, a strategy workshop is organized. This with the a two-fold aim:

1. Showing objectively that there is no clear internal consensus about the direction of UPsports.
2. Discussing the strategy proposed by the consulting team. This because the strategy will be easier implemented in a later stage when everyone is already on the same page.

To realize this two-fold aim, the strategy formulation framework of Kurt Verweire is applied. It should be noted that the framework is a simplified representation of different strategies that can be applied for a company (product leadership, cost leadership and customer intimacy) and is mainly used for big companies rather than start-ups. Yet, there is chosen to apply this framework, rather for starting a discussion with the management team based on the results than a strict framework for strategy formulation.

The framework consists of four main domains: *'Whom do we serve?'* (customer dimension), *'What do we provide?'* (product dimension), *'What is our value proposition'* and *'What is our operating model?'.* A questionnaire covering all four domains was sent to four participants of the management team, which can be found in Appendix G1. Every questionnaire will be scored individually on each of the four domains, determining whether there is a clear choice made concerning the strategy or not. This because clear choices must be made if the company wants to outperform the competitors.

4.2.2.2. Strategy formulation

In this section decision are made concerning on which factors to focus, and on which ones not. A strategy is formulated based on:

- The extended blue ocean strategy framework.
- The customers' and partners' need statements.

- The outcome of the strategy workshop, including both the competitor analysis and the customer analysis.

4.2.2.3. UPsports TO BE

The determination of the final position consists first of a description of the UPsports to be. Second, the decision-making unit framework is applied to give an overview of the needs of different players and the value that will be offered to them in the UPsports to be. Lastly, a customer segmentation is given in order to specify the customer target group for the UPsports of the future. Proactive efforts made to attract customers, should be focused on the ones described in the segmentation

Decision making unit

A decision-making unit categorizes the different players under six groups as can be seen in figure 4 (Blank, 2013):

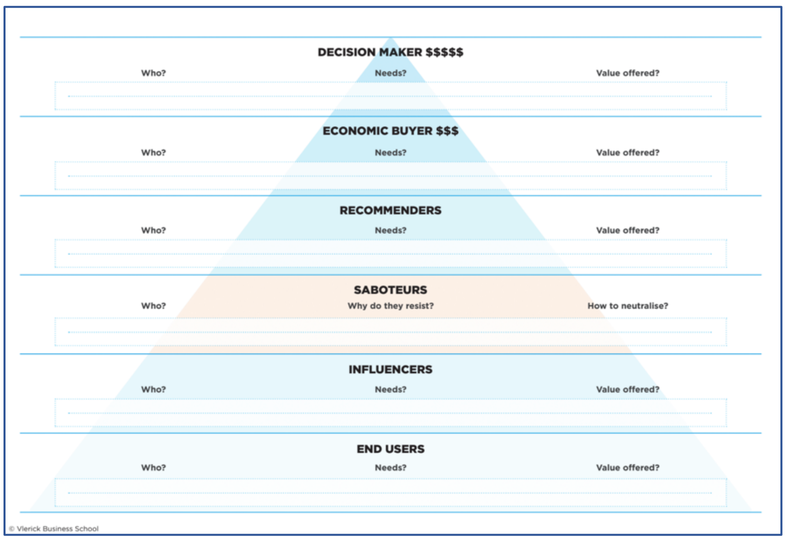


Figure 4: Decision making units (source: Blank, 2013).

This framework is especially interesting for UPsports as there is a clear distinction between recommenders, end-users, influencers, etc. in the ecosystem of UPsports and the framework allows to map the needs and values offered by the UPsports of the future.

Customer segmentation

The segmentation is divided into four areas: Geographic, demographic, behavioristic and psychographic segmentation. The book ‘Principles of Marketing’ (Kotler, 2017) describes several criteria per area on which to distinguish customers. The most relevant ones are chosen in order to describe the customer segmentation of the UPsports of the future:

- Demographic: Age, gender and income level.
- Geographic: Countries

- Behavioristic: Loyalty status, benefit behavior (the value offered to the customers), occasion (special occasion or regularly), readiness stage for the product and attitude towards the product.
- Psychographic: personality, sports psychographics (frequency of sports, type of sports, motivations, etc.)

4.3. UPsports' growth strategy: how to capture?

This second chapter forms an answer on the second part of the research question: 'How to capture the position described in the previous chapter?'. A practical plan is developed consisting of the following parts: business model, marketing plan, operational plan, human resources plan, financial plan. All these sections are summarized in time horizons, providing a clear practical plan.

4.3.1. Business model

In order to give an overview of the business model of the UPsports to be, the 'business model canvas' framework is applied to structure this section but extended somewhat to fit better the purpose of UPsports (Osterwalder, 2010) As can be seen in Figure 5, key partner segments, partner relationship and partner channels are added as partners will play a prominent role in the business model of the UPsports of the future.

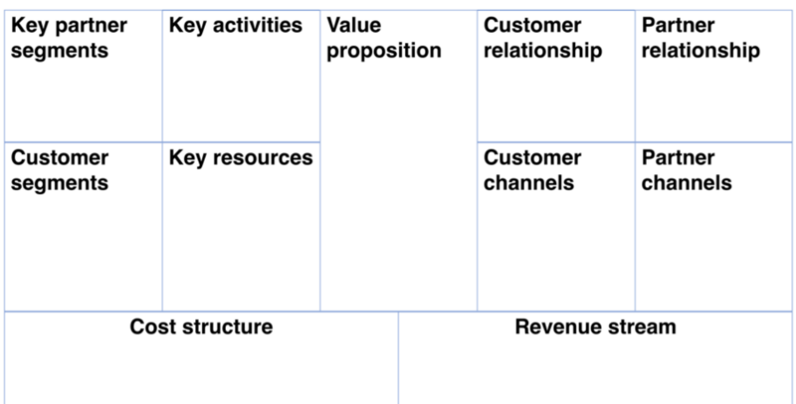


Figure 5: Business model canvas (source: Osterwalder, 2010).

4.3.2. Marketing plan

'Which marketing plan should be applied in order to reinforce the chosen strategy while creating brand awareness and attracting both the target customers and target partners?'

This research question is answered by establishing a tangible and practical plan. This by consulting marketing agencies, providing visualization, describing the content and the channels of the marketing. In addition, a cost-benefit analysis of the different marketing channels will be provided.

4.3.3. Operational plan

The operational plan is centered around the following four questions:

1. How should one hub at maturity be organized in order to maximize the capacity?

2. How long does it take for one hub to reach maturity?
3. Given a 40 km radius, where should UPsports' hubs be positioned and what would be the ideal size in order to serve the capture area?
4. How to go from reality to business plan?

In order to determine the growth rate of the expansion plan, a realistic growth of the operations is taken as a starting point rather than a market perspective. In other words, a bottom-up approach is used instead of a top-down approach to determine the captured market per year of the business plan. Yet, there will always be made sure that the marketing & sales efforts are sufficient to capture the market each year.

4.3.4. Human resources plan

The human resources plan is centered around the following four questions:

1. Who is responsible for what? How should the roles be divided?
2. How many and which profiles should UPsports hire?
3. What kind of training should be provided?
4. How should the whole expertise and personnel be scaled?

4.3.5. Financial plan

The financial plan starts with the **contribution margins** of all products and services, customers, partners, marketing channels, etc. This because this gives the reader a clear view of the profitability of everything as both services and products are mixed, meaning that a contribution margin gives a more objective view than a gross margin.

Next, a P&L is developed both on the level of one lab (repeatable unit) and on the level of UPsports as a whole. A different approach is applied for both P&L's.

The **P&L on hub level** is set up, applying a <u>bottom-up approach</u>, given the following:

- The starting point is the operational side of about how one hub should be organized and how fast a hub reaches maturity.
- An EBITDA percentage of about 40% is aimed for a hub at maturity, not including the overhead costs.
- The revenues, COGS and payroll & operating expenses are determined by the number of customers and the organization of one hub. Based on the aimed EBITDA percentage and revenues determined by the organization of one hub, the absolute EBITDA can be calculated and therefore also a directive for the allowable marketing and sales costs can be determined.
- The marketing and sales costs should be within the allowable budget to obtain a minimum 40% EBITDA, but also be able to capture the necessary number of customers that is assumed. Keeping this in mind, the marketing & sales efforts and the corresponding costs are determined.

The **overall P&L** on the level of UPsports is created using the following <u>top-down approach</u> and input:

- Multiplication of the hubs: The growth plan of opening one hub per year, with the corresponding maturity levels, is used to consider the revenues and costs made on hub level in the overall P&L.

- Overhead: Next to the revenues and costs of the multiple hubs, overhead revenues and costs are also included for each building block.
- The result is an overall P&L with EBITDA for UPsports for 2021-2030.

Next, the CAPEX per year is calculated and subtracted to give an idea of the cash leftover. Finally, a scenario analysis is executed, challenging some of the assumptions.

This financial plan is made with the aim of informing future investors about the profitability generated by the day-to-day operations of UPsports and the investments needed in order to make the business plan successful. Therefore, the financial plan is restricted to only EBITDA and no net profit is calculated. For the same reason, the cash balance is simplified to subtracting the CAPEX from the EBITDA (€), meaning that working capital etc. is not included.

4.3.6. Time horizons

This section summarized all the aspects of the business plan, clarifying concretely what the milestones, customer target groups, operational side, personnel are per time horizon for the next 10 years.

4.4. How to expand?

'How can the business model be repeated in neighboring countries?'.

In order to form an answer on this the CAGE analysis is applied to compare the appropriateness of possible countries (Ghemawat, 2011). This analysis is used to look at the distances between the neighboring countries and the mother country of UPsports, Belgium. This framework does not only include the geographic distance, but also includes; cultural, administrative and economic distances that could form a problem for the expansion.

Once a country is selected, the best locations are identified based on multiple demographic factors; income, population density and the amount of sports is done on average per inhabitant. The choices of the locations in neighboring countries and Belgium are done similarly.

5. Literature review

Worldwide, a general trend of awareness of the own body is on the rise (Forbes, 2017), next to growing attention to well-being and health (Statista, 2019). Almost no one is not yet made aware about the recommended 10,000 steps a day and almost everybody knows that in combination with a well-balanced diet some health benefits can be gained. These well-being trends support the assumption for the market potential of UPsports. However, a thorough understanding of some literature is necessary in order to define a good thought-through position and growth plan. Therefore, this literature review will be twofold: one part will focus on how to position UPsports in the market, while the other part will focus on how to capture this position.

5.1. How to grow and to position UPsports?

As stated in the problem statement, UPsports has been growing organically since its foundation and proactive efforts have been made up until now, one can state UPsports may have some uncultivated potential yet to be explored. Therefore, an important question is, how can it grow proactively in this core? A major source of inspiration in finding answers to this question has been 'Profit from the Core' by Chris Zook. According to him, establishing a strong core is a necessary element when wanting to capture market power. This core is made up of: "the most potentially profitable customers, the most differentiated and strategic capabilities, the most critical product offerings, the most important channels and other critical strategic assets (such as patents, brands)" (Zook, 2001). Only once a strong core has been established, one can scan for growth opportunities and adjacencies outside this core. However, one must do so without abandoning its roots (Zook, 2004). Overall, some lessons learned can be distilled which will be listed under the titles below.

5.1.1. Strategy is about making choices

According to Porter "companies that try to be all things to all customers risk confusion in the trenches as employees attempt to make day-to-day operating decisions without a clear framework" (Porter, 1996). Therefore, when defining which is the best position UPsports should take in the market, clear trade-offs should be made (Porter, 1996). This may seem logical, but according to Vlerick professor and researcher Kurt Verweire, 80% of companies he comes into contact with has not made clear choices. Research indicates that companies that have defined a clear direction, made clear choices on which customers and/or products to focus and have a good supporting structure in order to implement this strategy, have better financial performance and success rates compared to those that are 'stuck-in-the-middle' (Verweire, 2014). Making choices is important, yet not enough to be a winner in the industry (Verweire, 2014); One should master a differentiating set of capabilities. This topic will be tackled in the last paragraph of this literature review under the section 'the importance of differentiation'.

5.1.2. Growing from customer insights

As previously mentioned, Zook's research indicated that 75% of successful growth companies studied have been using a repeatable growth formula (2004). What is particularly interesting is that in 80% of those cases, deep customer insights were used in order to define the best growth opportunities. This finding is also supported by McKinsey claiming customer insights have become a 'strategic necessity' (2013). An example of a company that turned bad performance around by using customer insights, is PETsMART, a retail company selling pet foods and goods (Zook, 2004). More specifically, they narrowed their focus on a specific segment of customers (those pet-owners who treated their pets as their children) and managed to use deep customer insights (by surveying deep needs and perceptions). This last one was key in order to detect growth opportunities across the customers' chain of purchases. As such they included services such as grooming and training to their product portfolio. In this way, PETsMART succeeded in building its stores centered around the customer and lifetime care of their pet. Thus, creating extra value for the customer and differentiating themselves further away from the competition.

However, it should be noted that customer insights do not have to be the only source for growth opportunities ('faster horses' of Henri Ford) nor should it lead the company too far away from the core (Chris Zook, 2001). Yet, the best and thus most successful way to obtain a sustainable form of market power according to Zook is by "building deep loyalty in a focused customer segment" (2001).

Next to a 'strategic necessity' to grow or to position oneself, the importance of the customer should also be considered from a more operational point of view. Allen and Zook describe the risk of small companies to float too far away from the customers as they tend to grow. As this happens, the researchers indicate that companies' attention starts to get centered around procedures and policies (2016). However, initially, small start-up companies have a passion for the frontline, for customers and for their products. Therefore, one should be careful when a company and its frontline starts to scale; Accountability can get scattered, the voice of the frontline can get lost, and the customer experience can get fragmented (Allen & Zook, 2016).

5.1.3. Less is more: The benefit of repeatability

One of the risks of growing a business is becoming too complex. In his book, Chris Zook underlines the importance of simplicity when growing (2004). More specifically, the importance of doing one expansion move at a time and systematically taking one step back when the core seems to weaken. A good example, given by Chris Zook, of a company that has done this successfully and is according to the company itself 'committed to growth' is Nike (HBR, 2003; Nike Inc., 2020; Zook, 2004). Nike's growth story has been one of choosing focused expansion moves, gaining ground in one sports branch after the other. By first launching a product in one sports branch (athletic shoe) successfully, Nike consequently expands into new categories in that sports branch (such as by launching sports clothes). After having established a leading position in a sports branch, it moves to the next branch in which it applies the same strategy. Every move thus reinforces the other and also reinforces the core of Nike (Zook, 2004).

In addition, and linked to the example of Nike, complexity can also be reduced when one uses repeatable models (Zook, 2004). That is, a pattern of expansion moves one repeats over the course of years. As mentioned above, Nike first launched an athletic shoe, followed by soft goods (clothing) and hard goods (materials used in the sports) after which it expanded geographically. This it repeated for every sports branch. More than 75% of the successful growth company case studies mentioned by the author have used a repeatable model when growing. When doing so, companies significantly reduce the complexity that accompanies growth and also create learning effects and speed (Zook, 2004). In a simulation, the authors calculated how many expansions moves a company should make in a 3% growth market when wanting to achieve a 6% growth (Zook, 2004). The answer was fifteen moves, of which seven needed to be lasting and successful. One can imagine the complexity this would bring to a company when different expansions moves are considered every time.

This is also mentioned by the authors of the founder's mentality about the growth of small start-ups when wanting to scale up: "one of the paradoxes of growth is that it brings in complexity and complexity is the silent killer of growth" (Allen & Zook, 2016). Although much of the research is dedicated to fast growing small companies, an interesting lesson can be learned from this. The authors specify that 90% of the companies researched fail to achieve their growth ambitions for which only 15% of the companies cites external reasons (Allen & Zook, 2004). Surprisingly, the main reason behind this high percentage of failure is attributed to internal issues such as culture and organizational complexity. Although complexity is interchangeable linked to growth as companies go through professionalization, it should not stand in the way of "finding an accelerated path to industry leadership" (Allen, O'Keeffe, & Zook, 2014). Nor should it delineate the company from its through mission. Therefore, an important lesson would be "focus is key" (Tim Cook) or as the title of this paragraph indicates, 'less is more'.

5.1.4. Everything should reinforce each other

When deciding on UPsports position and growth opportunities, research indicates the importance of fit and reinforcement. As mentioned above, Porter stated that positioning is about making choices and performing activities different than rivals do (1996). However, those are necessary but not sufficient elements for a sustained competitive advantage as companies run the risk of imitation by competitors (Porter, 1996). In contrast, by interlinking all activities a company performs and enabling a good fit between them, it becomes far more difficult for the competitors to imitate. In that sense, not a single activity can be the source of competitive value in itself, but the network of interlinked activities (Porter, 1996). For example, South West Airlines performs a set of activities that are all linked to its low-cost strategy, yet also mutually reinforce each other; Automated check-ins, no seat assignment, no meals and no luggage transfers all contribute to a low-cost strategy.

Fit and reinforcement is not only important when positioning the company in the market, but also when growing (Zook, 2004). More specifically, the success rate of adjacency moves does not only depend on the choice of the move in itself but also, more importantly, on the distance from the core (Zook, 2004). This distance can be measured by so-called shared economics such as customers, competitors, cost structure, and channels of distribution (Zook, 2004). The more shared economics, the smaller the distance and thus the higher the chances that the adjacency will be successful (Zook, 2004). However, as mentioned in the beginning, the success rate of a company's adjacency also depends on the strength of the core. A good example of a company that succeeded in defining reinforcing growth opportunities close to the core is American Express. Enabled by good customer insights, American Express introduced different add-on services such as travel insurance and credit insurance which interlocked the customers in their model (Zook, 2004). When the customer loses his wallet and calls for a new card, he gets informed by and can benefit from the insurance offered by the company. Another example of a company that succeeds to keep customers in their ecosystem by introducing convenient linked products and thus high switching costs is Apple (Forbes, 2012).

5.1.5. The essence of differentiation

As Porter once stated, "The essence of strategy is choosing to perform activities differently than rivals do" (1996). One way to do things differently is by opening up the market (Kim & Mauborgne, 2005). That is, instead of competing on the same competing factors as rivals do (in a red ocean), one can look for new opportunities across one of the following; across different industries, across strategic groups within industries, across a chain of buyers, across complementary product and service offerings, by looking at functional or emotional appeal to buyers, and lastly, by looking across time (Kim & Mauborgne, 2005). Although regularly mistaken for a simple differentiation strategy, a blue ocean can only be created when one reduces and eliminates its efforts in some competing factors, while at the same time creating new uncontested market space (Kim & Mauborgne, 2005). The impact of creating blue oceans instead of red oceans on profit and revenues was quantified by the researchers in a study of 108 companies' new launches (Kim & Mauborgne, 2005) Their research indicated that in only 14% of the cases blue oceans were created, accounting for 38% of total revenues and consequently 61% of total profits. In contrast, in all the other cases, companies' launches were aimed at competing in the red ocean market space, which accounted for 62% of total revenues and only 39% of total profits.

An example of a company that created new market space in a highly competitive market (the circus market) by looking across different industries is Cirque du Soleil. Instead of investing in those factors all market players were competing on (and which putted pressure on their margins) such as animal shows and star performers, the company decided to eliminate their efforts on those factors and introduced/ created a theater-like feel, a theme, and artistic dance and music. This company clearly succeeded in beating their competition by, contradictory, stopping direct competition with them and instead creating unsaturated growth opportunities (Kim & Mauborgne, 2005).

This is also confirmed by Porter, who indicated that benchmarking between companies only leads to competitive convergence and thus does not create a difference for a company to compete on (Porter, 1996). However, nuances should be made with the above described blue ocean strategy. Namely, the so-called red oceans will always be inherently part of business and markets. However, as supply is outreaching demand in some industries, it becomes less interesting for companies to keep on competing for a small share of the market. In sum, one can conclude that "launching a direct assault on entrenched positions, without a major new angle of attack or differentiation, seldom wins the war" (Zook, 2001). Therefore, a crucial element in defining UPsports position will be to find a way to create a unique position, a difference it can preserve (Porter, 1996).

5.2. How to capture the position?

After having defined the unique position UPsports should acquire, the question rises how to capture this position effectively. Inspiration was sought in the work of Kurt Verweire (2014), but also McGrath and MacMillan (2013) who wrote about business planning for new ventures.

5.2.1. Commitment and alignment

As was stated by Scott, “It is essential to remember that an organization moves forward only when something is done – until that point everything is just words” (2008). According to Verweire, the key success factors to make a company move forward are alignment and commitment towards the chosen position (2014). First, when implementing the strategy of the organization, this should become apparent in its operational processes, support processes, evaluation and control processes and organizational behavior processes (Verweire, 2014). Second, many companies fail to deliver the defined position because commitment of the company towards (aligned) implementation of the strategy can be lacking (2014). The different commitment levels distinguish an entrepreneurial, a structured, a connected and a committed organization (Verweire, 2014). An important lesson learned in that sense is that UPsports should not only align its processes but also move from an entrepreneurial organization to a committed one; such as by moving from the lack of current support processes to supporting tools that are imbedded and integrated within the operational processes. It must be mentioned that according to Verweire, only 1% of the companies achieves the highest maturity level of a connected organization. Such an organization does not only have a structured way of working and process-based management but also has the value proposition imbedded in the organization. Nevertheless, by slowly increasing one's commitment towards the company strategy over the years, by imbedding them in the organizations processes, success and performance can be highly increased (Michael Beer, 2009).

5.2.2. Bottom-up technique of business planning

According to McGrath and MacMillan, many companies use traditional top-down planning techniques to manage their business (2013). That is, companies make predictions on how a business will evolve based on their current business model. Although the authors acknowledge such 'platform-based' business planning models are legitimate for existing businesses, as the assumptions made are based on existing market knowledge, this is less effective for new businesses (Mars, 2011). Most assumptions made for new businesses are unknown or uncertain and thus reality can largely deviate from the business plan (Mars, 2011). Euro Disney (Disneyland Paris) for example, based itself on experience with its other theme parks in the US and Japan to make predictions on the revenue streams it would generate, resulting in great losses (McGrath & MacMillan, 2013). The key assumption the business plan was based on, namely the distribution of revenue streams was flawed. In order to prevent this, it is recommended for new ventures to use discovery-driven bottom-up business planning. It allows to revise assumptions that underlie the business model (McGarth & MacMillan, 2013). In this kind of business planning, assumptions are not treated as facts, but one acknowledges the uncertainty that accompanies those assumptions. By systematically highlighting all key assumptions that have been made, vulnerabilities of the business plan become apparent and thus losses can be mitigated by challenging those assumptions made. This discovery-driven business planning is a bottom-up approach that starts from determining the required profits and the allowable costs instead of working down the income statement (McGrath & MacMillan, 2013). Given the fact that UPsports is a relative new business of Vigo, for which many parameters are uncertain and should be assumed, a lesson learned would be to highlight assumptions and to use a bottom-up approach.

5.2.3. Content marketing is the way to go

As customers become highly connected and traditional efforts to attract new customers- and consequently to create fruitful growth- are becoming more and more challenged, more companies are using online marketing tools in order to engage with customers (HBR, 2011). Although corporate spending on online advertising takes on disproportional figures, the same article denotes that many companies are too slow to follow up on the leads created on such platforms (HBR, 2011). An effective way to deal with this trend of digitization is by turning the digital media into an engaging platform that drives conversation and thus fosters engagement (McKinsey, 2019). An example of a company that succeeded in this by making content the key part of their marketing strategy is Coca Cola (Medium, 2018). When launching their 'Share a Coke' campaign, which was linked to their value proposition of creating happiness, it started to live a life of its own. It created conversation like never before and Coca Cola became a hot topic worldwide (Medium, 2018). Known as a great way to foster interaction and loyalty (Hollebeeck & Macky, 2019; Content Marketing Institute, 2020), the secret behind content marketing is to provide the right content for the right customers at the right time across the customers buying cycle or path to purchase (HBR, 2016). In that sense, it can be stated that content marketing can enhance the chances of prospects turning into visitors (lead nurturing) by linking relevant content to relevant groups (Medium, 2016). For example, when relevant to the customer, he/she would be more willing to download an e-book and leave an e-mail address through which follow-up mails can be sent. Some clear benefits differentiate content marketing form other marketing efforts. First, the life-time value of great content is far longer than a regular advertising campaign. As such, research indicated that the cost per lead for a content marketing campaign drops significantly within five months (B2C, 2014). Although content marketing takes some time to pay-off, the benefits are clearly visible on the long term. It is no one-time campaign, but a continuous strategic effort (Content Marketing Institute, 2020). Given the strategic approach of content marketing, the use of metrics to measure impact of a content element is an integral part of it, which again enhances the return on investment (B2C, 2014; Content Marketing Institute, 2020). Second, and linked to the strategic approach, content can be targeted better to valuable customer segments (Content Marketing Institute, 2020). That is, by informing them and offering them a solution. Third, as the content is more relevant for the customer groups, a far larger reach can be created (Nutshell, interview 11/06/2020). By sharing relevant content, everyone can become an ambassador of the brand.

5.2.4. Customer nurturing as a tool for customer relationship management

Besides the above-mentioned benefits of content marketing, one should also acknowledge a broader approach of nurturing. Nurturing, in marketing terms, is defined as "a process of continual communication with a company’s target audience across all stages of the customer lifecycle" (Medium, 2016). Therefore, next to moving a prospect into a visitor (lead nurturing), attention should be given to moving a customer into a loyal one (customer nurturing) (Medium, 2016). One relevant reason for placing importance on this, is that research indicates that acquiring a new customer is five times more expensive than retention of a current customer (Medium, 2018). In addition, it keeps customers engaged and thus increases the chances of a customer reentering the buying cycle (David Skok, unknown). Especially for a rather small company such as UPsports, this certainly holds value. Despite the importance of customer relationship management (CRM), Harvard Business Review reports that on average one third of such projects fail as many companies do not clearly define the scope or merely use such programs for inspection (2018). Therefore, one should prevent such pitfalls by performing clearly defined and focused customer related initiatives with attainable goals (HBR, 2004). On successful customer relationship managing companies, Harvard reports the following: "Rather than use CRM to transform entire businesses, they have directed their investments toward solving clearly defined problems within their customer relationship cycle" (HBR, 2004).

Part I: How to position UPsports?

The first part of this report consists of an overall analysis of UPsports in order to formulate an answer to the first part of the research question 'How to position UPsports?', also being the title of this part. More specifically, this part includes an analysis of the ecosystem UPsports is part of, an internal analysis of the strengths and weaknesses available and lastly, an external analysis of the competitive landscape and threats or opportunities this entails. The insights of all analysis combined that will enable the formulation of an answer to the first part of the research question (e.g. 'How to position UPsports') will come together in the conclusion.

6. Analysis: Ecosystem

The question answered in this part reads as follows: 'How does the Belgian sports market, centered around UPsports, look like? Who are the players and what are the mutual relationships?'. In this analysis an ecosystem will be mapped, indicating the different players in the sports market and their relations. To further clarify the role the different players in the ecosystem take on, the decision-making unit will be discussed.

6.1. Players

The ecosystem of the sports landscape consists of different categories of players as presented in figure 6; UPsports itself, the customers, the competitors, medical partners, the complementors, sports clubs and the entourage of top athletes. The colors indicated in the figure are an indication for the different roles taken up by the players and are clarified in the legenda. The players in the ecosystem speak for themselves, yet if more information is needed on the players in the ecosystem, further information can be found in Appendix E. As the relations in the ecosystem are valuable to explain more in depth, those will be discussed in section 6.2, relations.

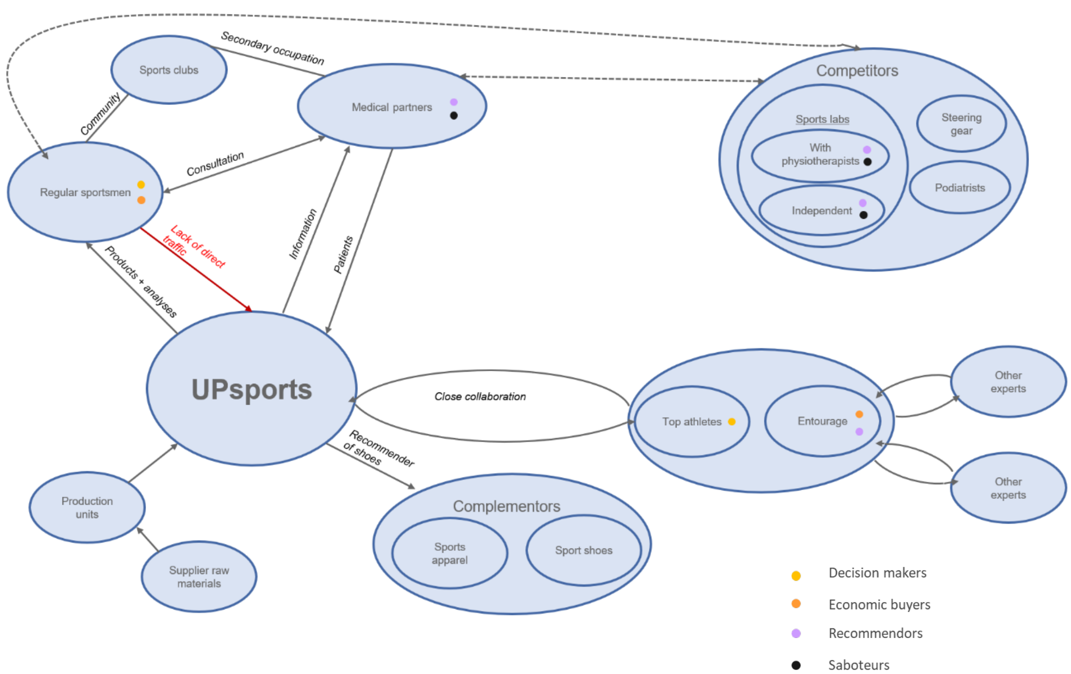


Figure 6: The ecosystem of UPsports (more information in Appendix E).

6.2. Relations

The relations that can be distinguished in the ecosystem are the following:

- **UPsports – Top athlete/Entourage:** For the top athletes and their entourage, UPsports has a close collaboration centered around the athlete. The medical staff of the entourage gives input to UPsports and the other way around. Yet, there is potential for an even closer and more loyal collaboration if UPsports would provide more analyses, expertise and UPproducts (insoles and steering gear). This especially because the top athlete and the entourage have the same collaborations with competitors of UPsports, providing expertise in different areas.
- **UPsports – Medical Partners:** In contradiction to the close collaboration with the entourage of the top athletes, the relationship with the medical partners (doctor, physiotherapist or osteopath) is less based on a two-way collaboration. UPsports informs the partners with a report about the results of the analysis of the patient but there is no two-way input sharing. There is room for improvement to make this relationship more loyal which is crucial as the medical partners are also referring patients to competitors (other sports labs, podiatrists or providers of steering gear).
- **UPsports – Regular sportsmen:** Currently, there is a lack of regular sportsmen coming directly towards UPsports, without being referred by a medical partner. Yet, it is, amongst others, the aim of this project to make UPsports also approachable for the regular sportsmen without curative motives. Therefore, this relationship is indicated in red in figure 6. In addition, it should be noted that UPsports can offer UPproducts directly to the regular sportsmen as an outcome of the analysis in the UPlab, but there is a large potential to offer the regular sportsmen more products or advice in order to strengthen the relationship and generate direct traffic from the sportsmen to UPsports.
- **Regular sportsmen – Medical partners**: The medical partners are referring patients to UPsports, which is the main channel of incoming patients for UPsports. The regular sportsmen perceive the medical partners as trustworthy, which makes the medical partners 'recommenders' (see section 6.3, decision making unit).
- **UPsports – Competitors:** Podiatrists and providers of steering gear are direct competitors. The sports labs on the other hand are competitors but can also be seen as potential partners. Physiotherapist's practices focused on sports also executing screenings can also refer patients when the screening of UPsports forms an extension on their own in-house screenings.

6.3. Decision making units

Key in describing the ecosystem is understanding the different roles the parties take on by the use of a Decision-Making Unit tool (Blank, 2013). For a role description of every party in the decision-making unit model, Appendix G3 can be consulted.

Table 1 gives an overview of the role distribution and current value offered. The needs for the customers and medical partners will be analyzed in section 8.2 and 8.3 respectively. Recommendations on the value that should be offered by UPsports will be analyzed in the conclusion part of all analyses, namely section 10, position determination.

Decision maker		Economic Buyer	
Who? • Recreational athletes • Professional athletes	Value currently offered? • Recreational athletes: Curative solution for their problem. • Professional athletes: Improved performance and focus on results	Who? • Recreational athletes • Entourage of professional athletes	Value currently offered? • Recreational athletes: Curative solution for their problem. • Entourage of professional athletes: Better performance of their top athletes. Solutions in accordance with market pricing
Saboteurs		**Influencers**	
Who? • **Physiotherapists** • **Osteopaths** • **Sports doctors**	How are they currently neutralized? • No efforts were identified	Who? • Ambassadors • Word of mouth customers • Testimonials on the website • Magalie and Wim on sport events	Value currently offered? • No efforts were identified
Recommenders		**End users**	
Who? • Physiotherapists • Osteopaths • Sports doctors	Value currently offered? • Curative solution for their patients.	Who? • Recreational athletes Professional athletes	Value currently offered? • Recreational athletes: Curative solution for their problem. • Professional athletes: Improved performance and focus on results.

Table 1: Overview of the decision-making unit.

Some remarks should be made with the table.

- First, both recreational athletes as professional athletes take on the role of **decision makers** in this model. They have the final say on the purchasing decision. Whereas the professional athletes can mostly fall back on an entourage with whom buying decisions can be made in consultation, the recreational athlete makes this decision alone. Yet, the economic buyer, the one with the budget, for the top athletes is represented by their entourage.
- Secondly, **recommenders** such as physiotherapists, sports doctors and osteopaths can take on the role of **saboteurs** as UPsports offering can threaten their job and own medical offering. No efforts have been identified on how to neutralize the saboteurs. Nevertheless, this will be tackled in the second part of this report. In contrast, the entourage of professional athletes are actively looking for specialized expertise. Hence, it can be said that the entourage will not take on the role of saboteur.
- Thirdly, **influencers** can be both people internally and externally of UPsports. It should be noted that the influencers are not yet part of the ecosystem. Therefore, there is potential to further exploit the influencers channel by making use of active ambassadors, word of mouth of customers, testimonials on the website and lectures given by Wim and Magalie on sports events. Currently, influencing in the form of customers and professional athletes spreading information through word of mouth is rather limited, or in any case not encouraged by UPsports itself. The main form of influencing is currently done by UPsports employees through means of lectures for partners. Concerning the needs of influencers, research indicates that personal alignment over

the brand and its products are more important than compensation in itself (Influencer Marketing Hub, 2019; B2C, 2018). In addition, creative freedom is being mentioned as an important need as well (Forbes, 2018). Hence, when working together with external influencers, it is not only important to find the right channels in order to get your message across too many people, it is also crucial to build authentic relationships with those ambassadors. That being said, financial compensation still remains the number one factor external influencers consider when deciding on how much time and effort to put into a collaboration with a brand (Influencer Marketing Hub, 2019; B2C, 2018). Apart from external influencers, the customers' needs to act as active ambassadors are relatively depended upon their satisfaction with the product. Internal influencers on the other hand have a passion for the UPsports brand and their needs are consequently driven by an internal motivation to promote their brand.

Main takeaways ecosystem:

- There is a **lack of regular sportsmen** coming directly towards UPsports, without being referred by a medical partner. Medical partners referring patients is the main channel of incoming patients for UPsports.
- UPsports can offer UPproducts directly to the regular sportsmen as an outcome of the analysis in the UPlab but the **report with parameters** from the analysis is of lesser use for regular sportsmen when not referred by a medical partner.
- With the top athletes and their entourage, UPsports maintains a close collaboration, each giving **two-way input** centered around the top athlete. While with the medical partners, the collaboration is more one-way; UPsports informing the medical partners about the outcome of the analysis with a report via e-mail, via the patient or by phone.
- The **medical partners** should be seen as both **recommenders and saboteurs**. On the one hand, they feel threatened by UPsports for their job; the better the products of UPsports, the fewer medical partners are needed. On the other hand, they are the ones with a trustworthy image, recommending UPsports to patients. This duality will also be confirmed by the market research of the medical partners. Currently, no extensive initiatives are undertaken to neutralize the saboteurs and turn them into loyal recommenders. In contradiction, the entourage of the top athletes do not feel threatened by UPsports' solution and they have a more enthusiastic attitude.
- UPsports recommends certain types of shoes from Runnerslab to the patients based on their expertise, generating **direct traffic to the competitor**.
- Attention should be given to **turning competitors into complementors**, this can be done via loyal partnerships.

7. Analysis: Internal

The internal capabilities consist out of the team of UPsports, the product offering and the marketing and sales approach that is currently applied. The team and the product offering have already been discussed in the introduction to UPsports, the marketing and sales analysis will be extensively discussed in this part of the report.

7.1. Marketing & Sales analysis

In this section an overview is given of all the stages in the path to purchase and path to referral, the corresponding potential channels that can be used to get in touch with the customers/medical partners and important factors at each stage are mapped. It should be noted that figure 7 and 8 merely give an overview of all the potential touchpoints, it is not intended to already decide which are the most appropriate channels. The aim is to identify opportunities and where UPsports is lacking currently. The current efforts are indicated in bold. Those touchpoints were identified via the market research of the current customers and the market research of the partners and will be further touched upon in the section 8.2 and section 8.3.

Between every stage, nudges or triggers should be identified which encourage customers to proceed on the path to purchase. According to Richard Thaler, a nudge is a trigger or 'push' in the right direction (2009). Depending on the customer profile and thus position on the path to purchase, different 'pushes' should be created.

7.1.1. Customers

The question answered in this section is: 'What are the current marketing and sales efforts done and where is UPsports still lacking in order to convince customers of their purchasing decision?'. The main takeaways and insights of this analysis will serve as an input for the final marketing plan, together with all other analysis. The marketing and sales analysis focus on the first purchase of customers. Retaining them in order to stimulate returns in the future will be discussed in the second part of this report.

Stage 1: The need recognition

The first step in the path to purchase is the customer recognizing the need for which UPsports offers the solution. For the customers of UPsports the need can be threefold: preventive, performance enhancing and curative. The current efforts of UPsports are mainly, focusing on the customers with curative needs, due to the established partnerships with medical partners. This will be later confirmed in the market research; Customers often state they come to Vigo to see their injury cured. In order to make future customers initially aware of the need they are having, more awareness should be created, focusing on both curative, performance enhancing and preventive needs.

Stage 2: Introduction to UPsports

The next stage is when the customer hears about UPsports for the first time. This touchpoint should follow rapidly after the need recognition or even before or during the need recognition, in order to form a valuable nudge. Another important factor at this stage is that the perception created should be relatable to the need of the customer. Possible channels for the first touchpoint with the customer are; word of mouth, medical partners, sport clubs, sport events, the site of a sport federation, sports magazines, social media, promotion on the street, a search on the internet, television, etc. Which channels are the most appropriate ones will be clarified by further analysis, but it is already clear that there is room for improvement in this stage. Currently, UPsports is mainly recommended by physiotherapists, osteopaths and doctors and via word of mouth. In theory, UPsports is also present on social media but almost no customers origin from this channel. In addition, the website of UPsports can only be found when knowing the brand name, not when searching under the term ‘running analysis’.

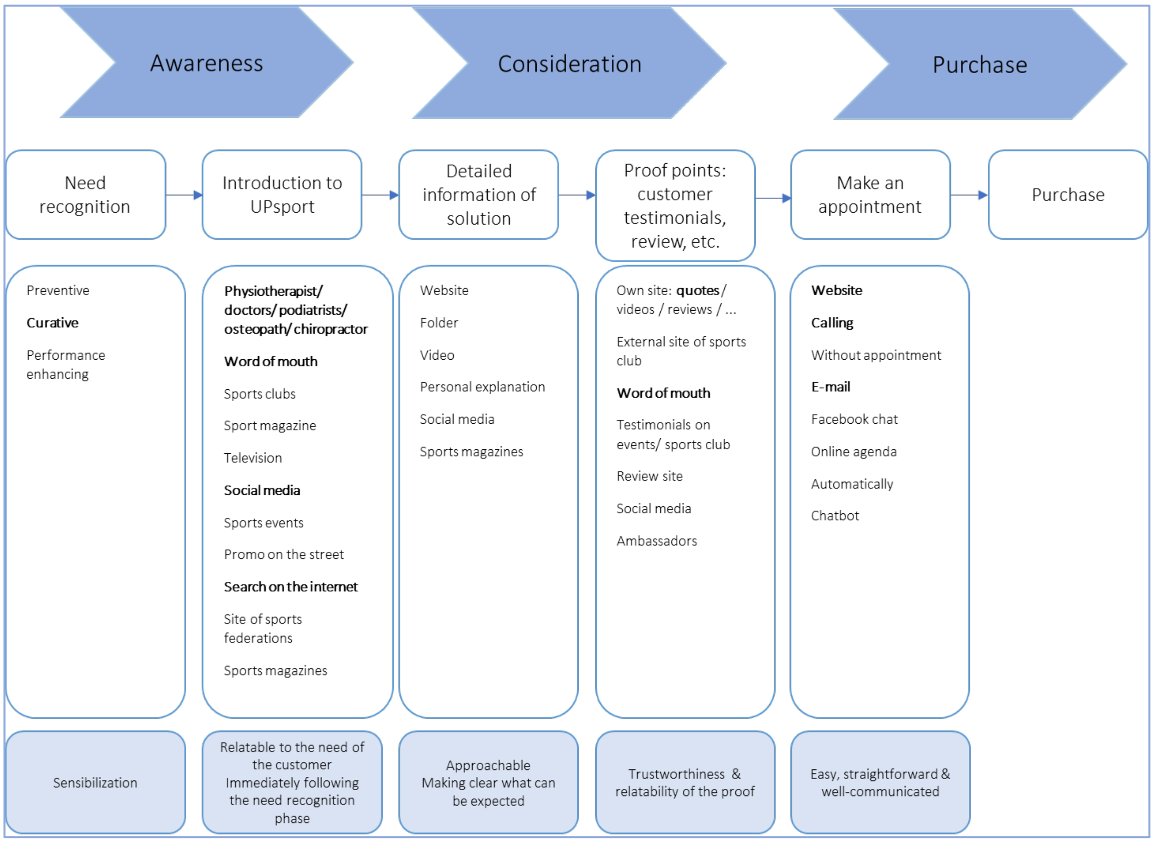


Figure 7: The path to purchase of the customers.

Stage 3: Detailed information about solution

Important in this stage is informing the customer about what they can expect when choosing for UPsports. Yet, a lack of detailed and publicly available information about what to expect from a screening is observed, which will be later on confirmed in the market research of the customers. Which channels are the most appropriate ones will be clarified by further analysis, but information on the website about the course of a screening can be a low hanging fruit. Currently, there is only general information available on the website not specifically tailored to the customers’ or partners’ interest. In sum, not informing the customers about what to expect can cause customers to leave the path to purchase at this point.

Stage 4: Proof points

Once the customer is informed about the content of the screenings and the product offering, proof of customer satisfaction is necessary in order to convince them to make an appointment. At this stage it is indispensable to create a trustworthy image of the reviews and testimonials. Potential channels are videos, reviews or quotes on the website of UPsports, reviews on the websites, external site of sports clubs, testimonials on events/ sport clubs, word of mouth, ambassadors, social media, etc. Currently, proof of customer satisfaction is mainly spread by word of mouth and quotes on the site of UPsports.

Stage 5: Make an appointment

For the appointment, it is essential to make it as easy, straightforward and well-communicated as possible in order to minimize the hurdle. This can be done via e-mail, a call, on the website, with an online agenda, via a chatbot on Facebook or the website. Depending on the strategy to go for, a personal touch can be desired. Currently, appointments pass first through the website, then via email and in the last stage by calling. There is room for improvement to make this process more convenient and to eliminate the hurdles available.

7.1.2. Partners

The question answered in this section is: 'What are the current marketing and sales efforts done towards the medical partners and where is UPsports still lacking in order to convince them to refer patients for the first time?'. While this section focuses on the efforts regarding attracting medical partners for the first time, retaining them in order to stimulate recurring patients' referrals will be discussed in the second part of this report.

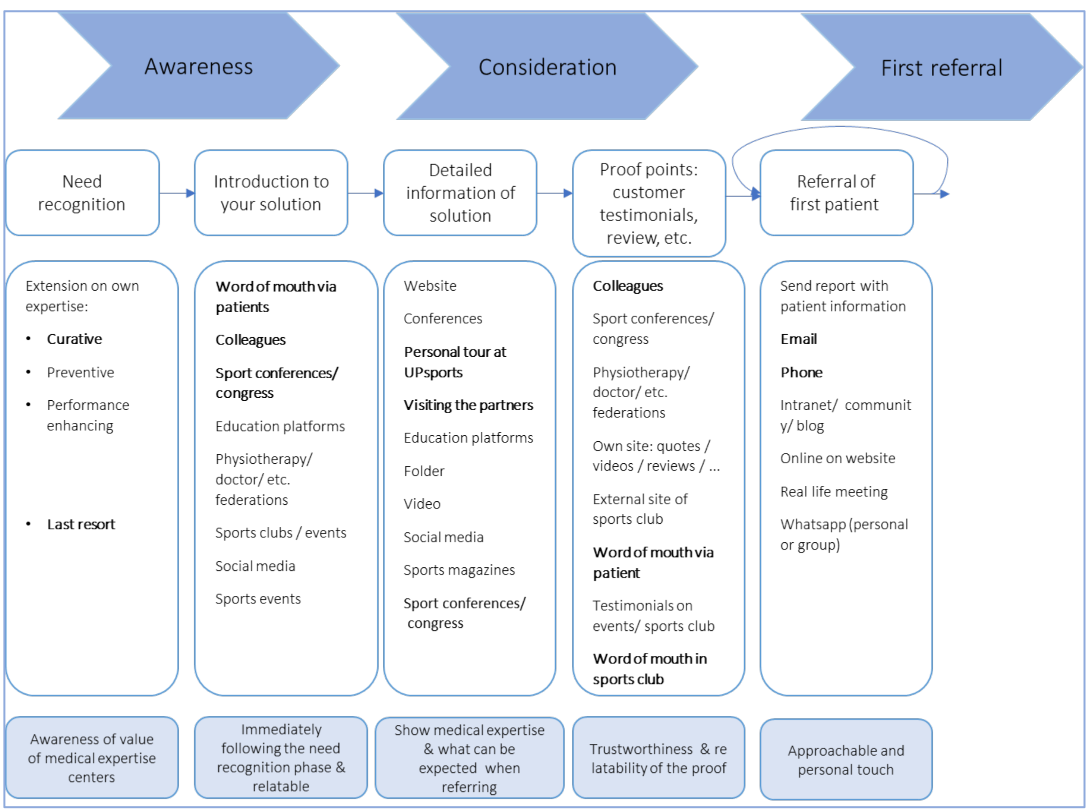


Figure 8: The path to referral of medical partners.

Figure 8 shows the path to purchase of the partners based on a similar line of thought as for the customers; indicating the currently used channels, the potential channels and at the bottom what is important per stage. When a more detailed description about the path to referral of the partners is searched, one can consult Appendix E2.

Main takeaways marketing & sales analysis:

- At each of the stages, potential customers and partners are probable to leave the path to purchase. There are **no sufficient efforts in the area of raising awareness** (need recognition) **and providing detailed information** about the content of the screening. Although efforts are already made in the stage of 'Introduction to UPsports', 'Proof points', and 'Making an appointment' (and 'Referral of patients' respectively), there is also still room for improvement in those stages.
- Currently, there is **no scalable strategy for attracting customers or partners** for the first time. All current moves towards UPsports are resulting from customer satisfaction, coincidence, word of mouth, but no proactively approach is observed.
- **Different customer and partner profiles (personae) run through the path to purchase differently**. First, each profile is located at a different stage on the path to purchase or referral. Some profiles are still unaware of their need, while others are intending to make an appointment or refer patients. A good understanding of the different triggers for the different personae will help to target those customers via their preferred touchpoints. Second, at each stage, **a trigger or a nudge** is needed for the customer or partner **to proceed to the next stage**. Third, the urgency of the path to purchase or referral is also different for each profile.
- Where **customers** are **more sensitive to sales & marketing**, the **personal strong belief** plays an important role in the **partners**' path to referral.
- It is essential to make the transition between the different stages, as seamless as possible in order to reduce the probability of customers leaving the path to purchase. This will be determined by the choice of the channels. Which channels exactly are the most appropriate ones for every stage, will be clarified by further analyses. Building a personal relationship with future customers or medical partners in an early stage can also help to decrease the number of customers or partners lost.

8. Analysis: External

8.1. Competitor analysis

The question answered in this section is: 'Who are the direct competitors of UPsports and on which competing factors do they compete? How do the current customers perceive UPsports relative to the competitors?'. The outcome of this analysis, amongst others, will be used as input for the position determination of UPsports, described in section 10.

In this analysis the competitive landscape is described. More specifically, UPsports competes in three different markets; the sports screenings market, the sports insoles market and the sports apparel market. Every market distinguishes different categories of players that will all be represented by one main example. Figure 9, 10 & 11 are depicting this.

This part will focus on giving the reader an overall overview of the three markets. The train of thought behind the scoring for the different competitor categories on the different competing factors can be found in appendix F, together with more detailed explanation of the competitors.

8.1.1. Competing factors

By looking across the three different relevant markets, using the customers' needs statements as input (see section 8.3, customer analysis for more detail) and a analyzing the websites of competitors, thirteen competing factors could be identified. These competing factors will be ranked from '1' to '5' and will represent the perception of the customers. When ranked a '1' this implies that the customers score this practice or product low on this particular competing factor, when ranked a '5' the customers find the competing factors convincing. The thirteen competing factors are the following:

- **Sports expertise** is the expertise tailored to a specific sport. The company is able to give essential information to the customers in order to help them in their sport or has developed apparel with a sport focus.
- **Medical expertise** is the expertise that stems from doctors or experts that are specialized in the medical field either in clothing or in lab analyses.
- **Price** will be ranked a '1' if it is perceived cheap by the customers and a '5' when it is perceived as expensive.
- The **accessibility** for the customers can be linked to the amount of locations. If the company is well represented across the country, it will score high.
- **Innovation** is a measure by how innovative the sports apparel or the sport labs are, indicated by the amount of new and innovative products brought to the market.
- The **brand awareness** of a company or a product depends on how well-known it is for the big audience; this includes the amateur athletes. When the company is only known by the top athletes or the top entourage it is not ranked high.
- A **holistic** approach is when the company looks at the entire sport experience from A to Z. There will not only be sports analysis but also extra's around this analysis are offered; such as training scheme's, diet help, lactated tests, etc.
- A **full body** approach implies that independent from the athlete's motive; curative, preventive or performance enhancing, the entire body will always be taken into consideration.

- The **practical implementation** of the product provided by a company is how the end product can be implemented by the customers. When giving a sports analysis the question is asked what the customers does with it and how it can be used in their advantage.
- The **low threshold** of a brand or practice depends on the customers feeling of belonging. When recognizing their own profile, they will be more inclined to come to this practice or buy this brand.
- A **curative effective solution** entails that there is an effective solution that solves the problem for which you went to the practice or used the product in the first place.
- A **performance effective solution** is similar. Practices of sports apparel will score high when they provide an effective solution and the customer perceives an increase in his/her performance in comparison to before.
- The **biomechanical expertise** aspect will be scored high when the product or lab has biomechanical expertise.

8.1.2. Sports screenings market

The first competing market, and the most important one in the case of UPsports, is the sport screenings market. Four competitor categories are distinguished; the sport medical centers, sports research and testing centers, physiotherapists practices performing screenings, and sport focused multidisciplinary practices performing screenings. As was described in the beginning of this part, every competitor category will be represented by one main example. An overview of this can be found in Table 2.

Table 2: Overview of the categories and main players in the sports screening market and main examples for each.

Sports screenings market	
Category	**Main players**
Sports medical centers	Mensana
Sports research and testing centers	Bakala academy
Physiotherapist practices performing screenings	Sportkinetics
Sport focused multidisciplinary practices performing screenings	Ganzenkuil

Description of competitor categories:

- **The sports medical centers** are multidisciplinary practices with osteopaths, doctors, diet coach and other medical partners.
- **Sports research and testing centers** differ from the sport's medical centers in the sense that are much more focused on research and testing.
- **Physiotherapist practices performing screenings:** These mostly originate from a physiotherapist group practice that perform their own sports screenings.
- **Sport focused multidisciplinary practices** performing screenings: rather small group of competitors but unlike all the other competitors described above, this competition does offer limited biomechanical screenings. Often, they take the form of a multidisciplinary practices.

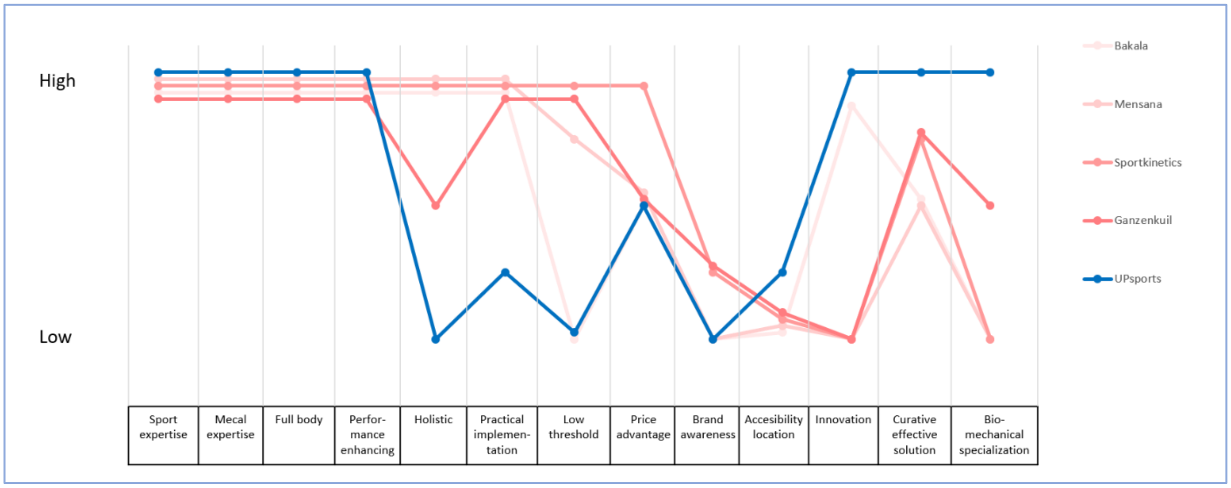


Figure 9: Sports screenings market.

Overall, the lines of the competitors in the sports screenings market are similar. The competitors and UPsports are scoring well for the first four competing factors, being sports expertise, medical expertise, full body and performance enhancing. It is remarkable that most competitors score high on holistic approach and practical implementation while UPsports has a clear disadvantage for these competing factors. This is because many of those practices offer training plans and/ or diet advice, whereas UPsports limits itself to its products. In addition, many of the competitors explicitly welcome amateur athletes as well, resulting in a higher score on low threshold. Overall, the prices, brand awareness and accessibility of the screenings are similar for all sports screenings market. The last three competing factors (innovation, curative effective solution and biomechanical specialization) are again comparable for all four competitors. However, UPsports clearly differentiates itself on its more in-depth biomechanical screening offering. This is a competing factor on which UPsports excels.

8.1.3. Sports insoles market

The second competing market is the sports insoles market. There will be no competitor categories given in this part, as there are two individual major competitors in the market; Runnerslab and Borginsole. Again, these competitors will be ranked on the competing factors of the market, presented in figure 10. In this figure two competing factors are excluded from the figure; holistic and practical implementation. Although these were interesting competing factors in the sports screenings market, they are not applicable for the sports insoles market.

Description of main competitors:

- **Runnerslab:** This seems a major competitor of UPsports. They are mostly known for their extensive running shoe offering, but also offer insoles. Those can be regular insoles or 3D printed ones. Yet, they do not consider the full body when making them

- **Borginsole:** The biggest competitor in the sports insoles market is Borginsole; they work together with podiatrists all over Belgium and are well represented and accessible for the bigger audience.

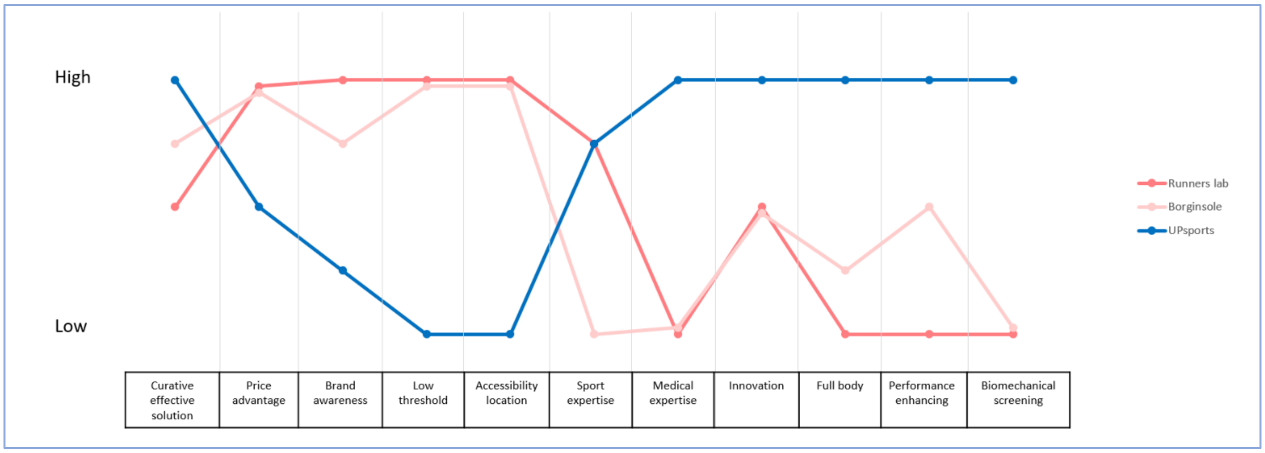


Figure 10: Sports insoles market.

Overall, for the sport insoles market, it is important to notice that the two lines of the competitors, Runnerslab and Borginsole, are comparable. However, it seems like UPsports is moving in a total opposite direction. All three companies are performing similar on the first competing factor (curative effective solution), UPsports scores the highest on this because of its dynamic UPsoles. On the next four competing factors the competition has a clear advantage over UPsports. UPsports offers insoles that are more expensive than the average competitor in the market because there is always a screening linked it. In addition, as UPsports is a relative new player in the market they are not as well represented in Belgium and they are less known by the public. UPsports profiles themselves as a brand for top athletes, making them less approachable for the amateur athletes. In the middle of Figure 10, a clear change can be observed; UPsports scores very high on the last six competing factors in comparison to the competitors. That is, UPsports distinguished itself on its medical expertise, innovation, full-body analysis, performance enhancing solution and biomechanical screening.

8.1.4. Sports apparel

The last competitor market is the sports apparel market. Three categories of competitors can be distinguished; everyday sports apparel, technology driven sports apparel and medical device apparel. The competing factor full body, holistic and practical implementation are not of interest for this market and will thus not be discussed.

Table 3: Overview of the main categories of competitors in the sports apparel market and a main example for each.

Sports apparel market	
Category	**Main players**
Everyday sports apparel	Nike
Technology driven sports apparel	X bionics
Medical device apparel	Rehband

Description of competitor categories:

- **Everyday sports apparel:** This is the most extensive group of sports apparels in the market. Nike is one of the main players in this category. Next to Nike there are multiple other non-medical sport apparel brands and stores such as Decathlon, Adidas and Skinfit.
- **Technology driven sports apparel:** The companies position themselves as the most technology driven in their field of sports clothing. They claim that their apparel consists out of the best materials with optimal thermoregulations. Some of these companies also have compression clothing for optimizing the use of muscles.
- **Medical device apparel:** These companies have their core in medical clothing that is used for any activity. However, people often use their apparel for sporting.

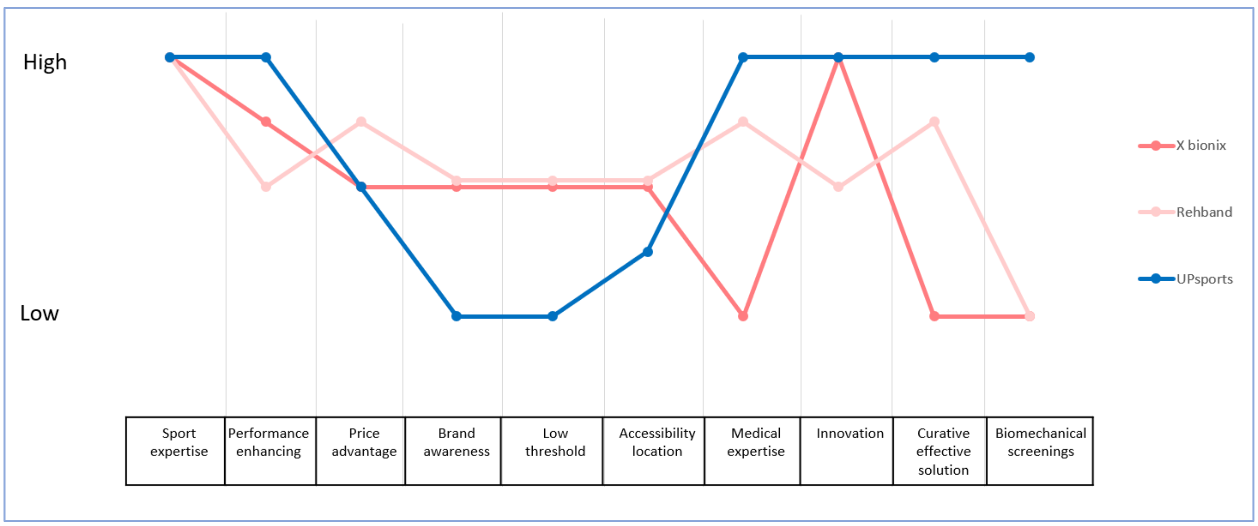


Figure 11: Sports apparel market.

In sum, the competitors of the sports apparel market show similar results than the two previous sports markets. It is noteworthy, first of all, that UPsports scores again lower than competitors on brand awareness, low threshold and accessibility. Secondly, UPsports scores better on performance enhancing, medical expertise, innovation, curative effective solution and biomechanical screenings.

Main takeaways competitor:

- The competing market of UPsports is not as straightforward as it seems as a variety of products is being offered. As such, the competitive landscape can be divided into **three main markets** in which UPsports competes.
- **No threatening competitor** could be identified as the product offering of UPsports significantly differs from most of the others. As a result, UPsports does not have one competitor that does exactly the same as them and thus all of the above competitors can also be seen as **complementors**.
- The outcome of the competitor analysis is one that is obtained after extensive analysis. However, at this point in time, this is not perceived the same way when applying an **outsider's perspective.** UPsports has a lot of in-house medical expertise and biomechanical expertise but this is not clear if you have never visited them. In contrast many competitors claim to offer in-depth expertise or quality insoles, while not looking at the whole body when tackling the problem.

8.2. Customer analysis

In this section the research question 'Who are the target customers and what are their needs?' will be answered. This part will be structured as follows: Need statements, personae, segmentation of the target market and finally the main takeaways of the customer analysis. 33 current customers of UPsports are subject to the same qualitative interview, from which 25 customers came to UPsports with sports related motives. A concise overview of the customer interviews can be found in Appendix B1. The remaining 8 customers are, not performing any type of sports, are excluded from the analysis as the project aims to answer how to be top of mind for both recreational athletes and top athletes. The reason why there are currently non-sports related customers is because UPsports has only recently been decoupled from Vigo.

8.2.1. Need statements

As mentioned in the methodology section, design thinking methodology is applied in order to identify the needs of the target customers. Quotes from all participants of the market research are filtered and categorized under different need statements. An overview of the needs statement can be found in Table 4. A more extensive version of the need statements, including all customer quotes, can be found in Appendix C1.

Subsequently, each need statement is labeled as either a primary or secondary need. A primary need is a need expressed by all types of customer profiles, while a secondary need is mentioned by only one or a few customer profiles. In a second step, all need statements are subject to a thematic analysis. The need statements centered around the same need are merged under one theme. Per theme, there is indicated per need whether the need is currently met or whether there is still room for improvement. The latter label is given when the need is still totally unmet, when it is unmet for several customer profiles or when it is more or less met but there is still room for improvement. This method allows to clearly identify the themes where the needs are mainly met and the themes where there is room for improvement concerning fulfilling the needs of the customers. An overview of this can be found in Table 5. The primary needs are mainly centered around innovation, expertise and an effective solution, which are also the needs stated as 'met' by the customers in the market research. This proves a stable, product-leading position fulfilling the primary needs of the customer. Yet, when looking at the secondary needs, mainly centered around connectivity (patient centricity), awareness creation and service, it can be seen that there is a lot of room for improvement. Executing efforts in these areas, focusing on the customers, allows to reinforce the stable position acquired by the innovative and high-expertise products and screenings.

Table 4: An overview of the need statements expressed by the customers, with one exemplary quote per need.

1) Need for an in-depth full body & scientific analysis on the patient

- *"A good analysis starts from the entire body not only the specific area of the body where there is an issue."* -Person 8

2) The need for a last resort

- *"I only go to Vigo if I cannot help a patient any further. I would try everything first myself to resolve the problems before referring them to Vigo"* – Person 1

3) The need for a sport image

- *"UPsports should profile themselves more as a sports lab."* - Person 12

4) The need for good quality insoles & steering gear

- *"I think it is nice that their insoles have such good quality."* – Person 4

5) The need for a personal connection with the people at UPsports/ good relationship with one face/ short line

- *"The communication goes smoothly as I know Wim personally. I think this is important as there is a 'short' line communication with Wim"* – Person 6

6) The need for a two-way collaboration/ network

- *"I also work with other podiatrists. But I like it more with Vigo because there is a two-way street, I send people to them and they also send people back to me."* – Person 14

7) The need for extension on own expertise

- *"I only send my patients to a sport lab where they do a full body screening and have a better expertise and more resources than I have myself. If I send my patients to a sports lab it has to add value not just for a report without surplus value."* – Person 9

8) Need for skilled people

- *"I come to UPsports because of the people that are working there and the philosophy that rules there, looking at steering instead of only supporting the body. I also have this view."* – Person 12

9) The need to be informed: in-depth and on time

- *"I find communication about the patient really important and that there is a clear report in the end"* – Person 7

10) The need for a fluent process and quick solution

- *"One of their main strengths is that there is a short line going to UPsports and that my patients are helped really quickly"* – Person 6

11) The need for a more holistic approach

- *“Compared to competitors, I see Vigo only as an expert for insoles. At Nottebohm people can do more extensive analyses like VO2max tests, etc. There you can do everything on one day in one place.”* - Person 23

12) The need for a well-managed network of doctors, podiatrists, physiotherapists, ….

- *“I you ask what I would change, I would recommend improving the communication between Vigo and my personal coach to create more exchange of information.”* - Person 4

13) The need for a more tailored approach (to the specific sport)

- *“I only go to Vigo for specific analysis for my insoles. For a bike fitting analysis or other biking analyses, I go to another lab.”* - Person 23

14) The need for an approachable frontline

- *“I can always reach out to Wim. I have the feeling that they really want to help athletes.”* - Person 25

15) The need for a good price-quality

- *“In comparison with the competitors the price is higher at Vigo, but they also offer better quality. Yet, my point of improvement would be lowering the price.”* - Person 12

16) The need for an in-depth full-body analysis

- *“I have never done such an extensive analysis, only 10 to 15% of what Vigo showed me I had already seen at competitors. Everything else was new to me.”* - Person 18

17) The need for medical expertise of the frontline

- *“Their strongest point is their expertise of the people working there. This is also what convinced me during my first visit.”* - Person 14

18) The need for an effective solution

- *“I would describe myself as a loyal client since I would not go anywhere else, Vigo offered me THE solution with their insoles.”* - Person 5

19) The need for specialization

- *“I think that the fact that they do not sell running shoes is a strength because they can specialize in one aspect and they do not have the commercial image as others do have.”* - Person 32

20) The need for a clear and comprehensible medical explanation

- *“After two weeks I had to go back to Vigo to discuss my results together with the experts. This was very nice; I got a full explanation in understandable language.”* - Person 18

Table 5: An overview of the need themes, indicating primary and secondary needs and met/room for improvement.

	Needs are met	**Room for improvement**
Needs centered around services		
Secondary needs:		
The need for a clear and comprehensible medical explanation	X	
The need for accessibility (location/ opening hours)		X
The need for upfront clear communication about what to expect		X
The need for consistency (faces/ advices/ screenings)		X
The need for a personal and well-communicated follow-up		X
The need for a more holistic approach		X
Needs centered around athlete centricity		
Primary needs:		
The need for empathy: every case should be treated personally and seriously	X	
Secondary needs:		
The need for sporty atmosphere		X
The need to recognize your profile in UPsports		X
The need for practical and implementable advice		X
The need for a well-managed network of doctors, podiatrists, physiotherapists, etc.		X
The need for a more tailored approach (to the specific sports)		X
Needs centered around innovation and expertise		
Primary needs:		
The need for an in-depth full-body analysis	X	
The need for expertise of the frontline	X	
Secondary needs:		
The need for a good price-quality	X	
Needs for an effective solution		
Primary needs:		
The need for an effective solution	X	
Needs centered around awareness creation		
Secondary needs:		
The need for sensibilization		X
The need for UPsports to comes earlier in the picture (after the need recognition of the customer)		X
Needs centered around approachability		
Secondary needs:		
The need for an approachable frontline		X
The need for a good price quality	X	

8.2.2. Personae

Once the need statements are analyzed, the typical customer profiles, each expressing the same needs, background, characteristics, etc., can be identified. For this the personae mapping tool was used (Goodwin, 2008). These personae descriptions are resulting from the qualitative market research executed on the current customers. The aim of this personae mapping is to describe a complete picture of the typical target customer profiles as an input for the go-to-market strategy. Answers on the following questions will be sketched in the personae:

- What is their background? (Bio)
- What characterizes them, to what are they sensitive? (Characteristics)
- Where to come into contact with them? (channels/touchpoints)
- What do we want to offer them? What are their needs? (Needs)
- Why do they come to UPsports? (Motivation)
- In which stage are they in the path to purchase? (Readiness stage)

Below, figure 12 depicts the different personae profiles.

"Sports is my life"
- Fanny Mahieu

Bio
- Fervent level: Top sports, one sport as profession
- Sport type: Running
- Young, high-potential athletes are also under this category. Parents are taking up roles in the entourage.

Characteristics
- Knowledge & awareness of own body
- Surrounded by entourage
- Part of the exclusive world of top athletes
- Social media: raising awareness by posts about sports related topics

Goals
- Performance at the Olympic games, World/European Championships, ...

Motivation
- Achieving better results
- Performance-enhancing, curative & preventive

Preferred channels / touchpoints
- Sponsorships
- Champion honouring
- Entourage
- Word of mouth in world of top sports
- Belgian Olympic and Interfederal committee; 'Sport Vlaanderen'
- Social media: many followers, mainly other athletes of all levels

Needs
- Accesibility is not important for them, they are willing to cross the whole country for the right (biomechanical) expertise. They are persuaded by the expertise of the frontline and the in-depth expertise available.
- They express a need for a **well-managed network** and a close collaboration between their entourage and UPsports. This can enable them to better implement the outcome of the analysis done by UPsports.
- They want to see results, more specifically they want to **be helped forward.** There is not only a focus on fixing their problem but **going a step further.** They want the best of the best.
- Less of a need for comprehensible information as they have their own entourage and the interest to understand the parameters and analysis done at UPsports.
- There is a clear need for **specialization.**

Readiness level: Aware.
Loyalty: Potential ambassadors.

Figure 12A: Personae Fanny Mahieu – The top athlete.

"Sport is not my profession but the love of my life."
- Ron Timmers

Bio

- Level: Fervent or competitive
- Sport type: Running, Biking, Swimming, Skiing, Triathlon,...
- Job: High-income but related to sports (consultant, manager, professor, ...)

Characteristics

- They are willing to invest a lot in their sports.
- Sensible to the newest innovations and brands in sports and talk about it with friends
- Take action themselves, search on the internet (not surrounded by entourrage)
- Self-aware sporters
- Performance and results driven.

Goals

- Personal goals, keep pushing their limits further and further

Motivation

- Achieving better results and keep pushing their limits constantly. Potential for performance enhancing motives, not only curative
- Sensitive to expertise and innovation.

Preferred channels / touchpoints

- Social media: Follow the top athletes and other athletes
- Share results on Strava/ Instagram
- Part of community of athletes
- Read sports magazines / sites / ...

Needs

- As they are avid sportsmen themeselves, they do not have a need for a sporty atmosphere. For them, an in-depth analysis is more important. They are triggered by the right expertise and thus like to get a full body, in-depth analysis and a **comprehensible explanation of the results.**
- They like **follow-up and an approachable frontline.** This can help them to prepare for the next challenge ahead.
- They like a more **holistic approach** when going to a sports centre. Not only specialized analysis but also offering products around their needs.
- As they are their own coaches, they have less of a need for a well-managed network.

Readiness level: They are aware and find sensitization important.
Loyalty: Potential ambassadors

Figure 12B: Personae Ron Timmers – The passionate sportsmen.

"From time to time I like to challenge myself"
- Arthur Bayart

Bio

- Constantly challenge themselves. Set themselves goals such as learning Spanish, running a marathon or the 20km of Brussels, climbing the Mont Ventoux, boat license, etc.
- Sport type: Can be every type of sports if it is challenging enough.
- Job: A broad, challenging job with many impulses (manager, start-up, CEO)

Characteristics

- "Sports is one of the challenges I can take on." Constantly searching for new impulses. Get bored easily.
- Take on a challenge, intensive efforts to achieve the goal and once achieved; up to the next challenge. Therefore, they are not part of a sports club.

Goals

- Set themselves personal goals, anticipate to a specific event.

Motivation

- Potential for curative and performance-enhancing: Everything that is needed to achieve the personal goal.

Preferred channels / touchpoints

- Achievement of the personal goals will be shared on social media.
- Self-made men & women searching on the internet for solutions.
- No member of sports clubs, sports magazines, etc. as interest in sports is rather temporary.

Needs

- They find it important that **personal goals,** type of sports, level of sports, etc. are taken into account.
- Do not only come for a solution but also have the need for a more **practical implementation** of the analysis done by UPsports. "Should I change my forefoot landing?", "Which functional trainings should I do in order to optimize?".
- They come to UPsports for the skilled frontline and expect them having the right (medical) expertise to have an effective solution for them.
- As they do not have an entourage guiding them and are interested in understanding their body better, they have a **need for a comprehensible explanation.**

Readiness level: Unaware.
Loyalty: Low, as interest in sport is rather temporary.

Figure 12C: Personae Arthur Bayart – The challenger.

“My sport is my outlet and source of relaxation. I want my problem to be treated seriously.”
- Nina De Coninck

Bio
- Although the level and frequency of sports can differ, the mindset is the same: Sports is to relax, not performance-driven.
- Sports does not play the central role in her life; yet she is sporting on a regular basis.
- Type of sport: Can be whatever type of sport, but especially jogging.

Characteristics
- Sports is considered as a source of relaxation and an outlet, not results oriented.
- Sporting happens together with some friends, motivating each other and catching up with each other while sporting.
- She can be, but is not necessarily, member of a sports club.
- Participating in events such as the local jogging or charity sport events.

Goals
- Sporting is done to maintain a healthy lifestyle; no strict personal goals are set.

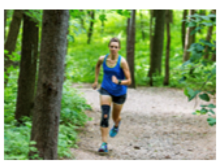
Motivation
- An injury hinders her from sporting, which feels like a huge problem for her. The motives are mainly curative.
- Performance enhancing motives are rather limited (could be when level is high enough or member of a sports club).

Preferred channels / touchpoints
- Sports club
- Events such as the local jogging or charity sport event.
- Word of mouth with sporting friends.
- Social media / Strava
- Medical partners as they come from a curative motive.

Needs
- **Accesibility** (location, opening hours) is of importance.
- They have a need to be treated as a specific case, a need to feel listened to. The **problem should be taken seriously**. Although, they are no professional athletes, sports is important to them and they want to **feel treated like an athlete**.
- They place also more importance on a **sporty atmosphere.**
- They express a need for professional and medical expertise available.
- They expect to get a **comprehensible explanation** of their results by a skilled frontline.
- They like to **recognize their profile** in UPsports and the athletes coming there. They need to have the feeling UPsports is there to also help them.

Readiness level: Raising awareness is still needed.
Loyalty: Low, will not return when the problem is solved, only for curative motives.

Figure 12D: Personae Nina De Coninck – The recreational sportswoman.



“I have been from post to pillar for my injury.”
-Sylvie Martens

Bio
- Has been looking for a solution for their injury with many experts for more than a year. After having seen the whole medical chain, they came to Vigo as a lender of last resort.
- Sports type: All sorts, no specific preference: Cycling, jogging, fitness, etc.
- Sports level: Can be all levels of sports, but not the most fervent types as they let the problem go on and on.

Characteristics
- Frustrated and desperate because of the endless search for solutions. Went from post to pillar trying to solve their problem.
- The problem dragged on for so long because sports is important enough to search for solutions but not essential enough to search actively and urgently.
- This type is referred from the one clinician to the other, never searched actively themselves for solutions.

Goals
- Going back to their old sporting habits without injuries.

Motivation
- Curative motivation; They hope UPsports can offer the solution

Preferred channels / touchpoints
- Medical partners as they come with a curative motive and are already involved of the medical chain.
- Word-of-mouth.

Needs
- They are annoyed by the fact that they cannot sport effectively or without pain. They are in desperate need of an **effective solution** for their problem.

Readiness level: There is an urgent need for a solution. Once they are made aware of Upsports, they will rapidly intent to come and buy.
Loyalty: Low, if another nearby solution is offered to them, they will go there.

Figure 12E: Personae Sylvie Martens – The post to pillar.

“I want to have a solution tailored to my sport”
- Astrid D'Hondt

Bio
- Level: Semi-professional
- Sports type: Specific non-running sports type; tennis, cycling, etc.

Characteristics
- They are willing to invest a lot in their sports.
- Sensible to the newest innovations in sports and talk about it with friends.
- Take action themselves, search on the internet (not surrounded by entourrage)
- Self-aware athletes
- Performance and results driven.

Goals
- Competition; keep performing better

Motivation
- Come to UPsports because they have an injury. Since they do sport on a high level there is a possibility to work performance enhancing.

Preferred channels / touchpoints
- Sponsorships
- Champion honouring
- Word of mouth in world of semi-professional athletes
- Social media: Follow other athletes

Needs
- Have a specific need for analysis **tailored to their sport.**
- They are triggered by the right expertise and thus like to get a **full body, in-depth analysis.**

Readiness level: Aware.
Loyalty: Enthusiastic, potential ambassadors.

Figure 12F: Personae Astrid D’Hondt – The tennis player.

In order to clearly make the distinction between the different profiles, all six personae are shortly described in the Appendix D1, focusing on the differentiating needs.

As a summary, in Figure 13 below an overview is given of how much importance each customer profile attaches to the different competitive factors. The different color blue tints indicate different levels of importance attached to the needs; pressing need, 'I want it', 'I prefer it'. The color grey indicates a neutral attitude; 'would be nice'. The white color indicates that no need was expressed by that customer profile.

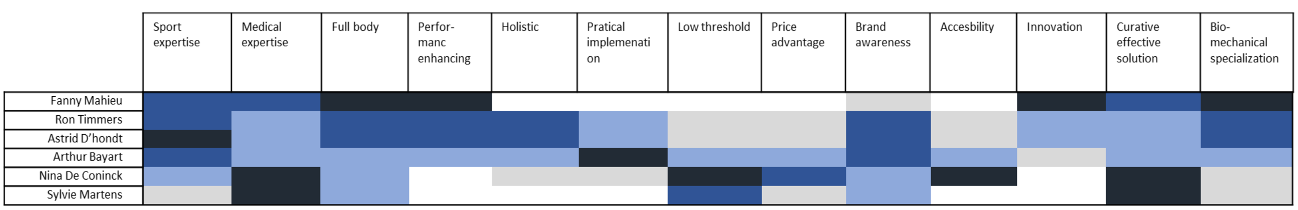


Figure 13: Overview of the importance every persona attaches to the different competing factors.

8.2.3. General insights of the customer market research

Some general insights from the market research with the customers can be described. First, all customers contacted were very positive about UPsports. The customers gave themselves a score of eight on ten on average regarding customer loyalty. However, it must be mentioned that not every customer answered this question. Yet, it can be a distorted picture as these are all customers that have ever been to UPsports and are willing to free up time to talk. However, the intention of this market research was not to check whether there is a market but to get to know our target customers better. In sum, it can be concluded that there is a high customer satisfaction.

Second, all customer segments gave interesting and creative input regarding what they would change if they would be a manager at UPsports. Some examples of recommendations are: accessibility (having more locations in Belgium), improved communication between their medical partner and UPsports, being more consistent towards the customer (one face), a personal approach towards the customer and listening, and creating awareness around the brand and sensomotoric sports alignment.

Third, when being asked to rank what they consider as most important when calling on the expertise of a sports lab, the current customers indicate a clear preference for medical expertise on the first place, qualitative sports material and apparel on the second, a good and personal service on the third place and finally price on the fourth place.

Fourth, when looking at the lower fervency levels, all sportsmen come with curative motives, referred by a medical partner and from a need for insoles. These profiles only come back when having another injury. An important question to tackle will be "Is it necessary and if yes, how to turn them into recurring customers and offer them something to attract them when not suffering from an injury?'.

Main takeaways customer analysis:

- In total, **six different personae** were identified based upon market research with customers and need statement analysis. Those personae differ in motives, channels and fervency level of sports.
- In all customer segments, there is a clear need expressed centered around **qualitative products and services**, such as in-depth full body analysis, expertise of the frontline, and an effective solution. In contradiction, **the need for innovation and biomechanical screenings is limited** with the big audience (represented by personae of Nina De Coninck- The recreational sportwoman and Sylvie Martens- The post to pillar) and only expressed by top athletes and very high level of athletes. A need for those should thus be created with the big audience.
- Top athletes and fervent sportsmen have both performance-enhancing and curative motives and understand what the added value of a biomechanical screening is. Yet the **recreational athletes only come with curative motives**.
- The need centered around personal connection and to be **treated like an athlete** was mentioned by all athletes and becomes more prominent for lower fervency levels.
- Sportsmen executing sports not focused on running (tennis, cycling, …) express a clear need for an in-depth analysis more **tailored to their sport**.
- Some needs or recommendations that customers have expressed can be linked to the path to purchase: **Recognizing your profile** in UPsports, UPsports should come earlier in the picture, the need for raising awareness, and upfront communication about what to expect at UPsports.

Note: It should be mentioned that in this market research, both customers visiting UPsports recently or three years ago, are interviewed. Recently, UPsports has been decoupled from Vigo and is now a separate business unit, under a separate brand. This improved the consistency, the personal connection with Magalie and Wim and the sporty atmosphere. In addition, efforts already have been made concerning the follow-up. However, which areas to focus on even more in the future, will be discussed in the second part of the report. Yet, it can be said that the recent efforts of UPsports are in line with the customer needs.

8.3. Partner analysis

In this section the insights of the market research with the current medical partners of UPsports will be discussed. More specifically, this section will provide an answer to the following question: 'Who are the current medical partners of UPsports, what are their needs and who should be the target profiles in the future?'. First an overview will be given of the need statements, from these statements multiple personae were formed. Lastly the main insights of the qualitative interviews are provided, and the main takeaways are given. Twenty-nine partners were contacted for the qualitative interview, from which seventeen partners actually worked together with UPsports. The other seven partners did have patients going to UPsports or Vigo but did not have any contact with Magalie or Wim. Thus, they were excluded from the analysis.

8.3.1. Need statements

Similar as with the current customers, design thinking methodology is used to question the current medical partners. The quotes from the respondents are grouped and categorized under different need statements, as can be seen in Table 6 below. A more extensive version of the need statements, including all partner quotes, can be found in Appendix C2. Subsequently, these need statements are in their turn subdivided in multiple theme's by subjecting them to a thematic analysis.

Table 7 gives an overview of the need themes with their specific need statements subdivided under primary and secondary needs. The primary needs are two folded, similar as with the customer's needs a part of the primary needs of the medical partners are the needs centered around expertise and around product innovation. The medical partners indicate that these needs are perceived as 'met'. Thus, this verifies that UPsports has a product-leading position answering to the primary needs of the medical partners. Nonetheless, a second part of the primary needs are centered around services and connectivity, also these needs are perceived as 'met' by the partners. As a result, the primary needs expressed by the medical partners are both focused on product and connectivity. When looking further to the secondary needs, again it can be seen that these are centered around services and connectivity. Although, there seems to be room for improvement.

Table 6: An overview of the need statements expressed by the partners, with one exemplary quote per need.

1) Need for an in-depth full body & scientific analysis on the patient

- *"A good analysis starts from the entire body not only the specific area of the body where there is an issue."* -Person 8

2) The need for a last resort

- *"I only go to Vigo if I cannot help a patient any further. I would try everything first myself to resolve the problems before referring them to Vigo"* – Person 1

3) The need for a sport image

- *"UPsports should profile themselves more as a sports lab."* - Person 12

4) The need for good quality insoles & steering gear

- *"I think it is nice that their insoles have such good quality."* – Person 4

5) The need for a personal connection with the people at UPsports/ good relationship with one face/ short line

- *"The communication goes smoothly as I know Wim personally. I think this is important as there is a 'short' line communication with Wim"* – Person 6

6) The need for a two-way collaboration/ network

- *"I also work with other podiatrists. But I like it more with Vigo because there is a two-way street, I send people to them and they also send people back to me."* – Person 14

7) The need for extension on own expertise

- *"I only send my patients to a sport lab where they do a full body screening and have a better expertise and more resources than I have myself. If I send my patients to a sports lab it has to add value not just for a report without surplus value."* – Person 9

8) Need for skilled people

- *"I come to UPsports because of the people that are working there and the philosophy that rules there, looking at steering instead of only supporting the body. I also have this view."* – Person 12

9) The need to be informed: in-depth and on time

- *"I find communication about the patient really important and that there is a clear report in the end"* – Person 7

10) The need for a fluent process and quick solution

- *"One of their main strengths is that there is a short line going to UPsports and that my patients are helped really quickly"* – Person 6

11) The need for a good price

- *"What I find important when I recommend my patients to go to a specialist is that it is approachable and has a good price-quality."* – Person 16

12) The need for an approachable service for their customers

- *"UPsports once made a video which was really nice but than in the end Lukaku came in the picture and it seemed like UPsports is only meant for top athletes"* - Person 16

13) Need for accessibility (location)

- *"Sometimes I sent my patients to competitors as I notice that location and distance needs to be convenient for my patients"* - Person 16

14) Need for close collaboration with partner about each patient

- *“The consultation with Vigo is very important before an actual correction is made.”* – Person 4

15) The need for a frequent follow up

- *"I like the follow-up that my patients get and that they do a second screening in order to guarantee an optimal solution"* - Person 16

16) The need for a professional partnership/ professionalism

- *“I like that there is always a professional approach as they always honor their agreements and there is a clear communication.”* – Person 7

17) The need for a solution that is centered around the patients' needs

- *"I do not sent patients because I have a contract with them, I really look into the expertise and look for those places where my patient can be helped best."* - Person 9

18) The need for "a good patient solution"

- *"I find it important that my patients get a good and comprehensible explanation about the analysis at UPsports"* - Person 17

19) The need for innovation

- *“UPsports is always up to date with everything that is new and innovative, they are very progressive.”* – Person 11

20) The need for a fit with own medical believes

- *"It is not because people have an issue that they are automatically in need of steering gear"* – Person 16

Table 7: Need themes for the partners.

	Needs are met	Room for improvement
Needs centered around expertise		
Primary needs:		
The need for an in-depth full body & scientific analysis on the patient	X	
The need for skilled people	X	
Needs centered around services		
Primary needs:		
The need to be informed: in-depth and on time	X	
The need for a professional partnership/ professionalism	X	
Secondary needs:		
The need for a sport image		X
The need for a solution that is centered around the patients' needs		X
Needs centered around connectivity		
Primary needs:		
The need for a personal connection with the people at UPsports/ good relationship with one face/ short line	X	
Secondary needs:		
The need for a two-way collaboration/ network		X
Need for close collaboration with partner about each customer		X
Needs centered around product innovation		
Primary needs:		
The need for good quality insoles & steering gear	X	
Secondary needs:		
The need for innovation	X	
Needs centered around the patient's perspective		
Secondary needs:		
The need for an approachable service for their customers		X
Need for accessibility (location)		X
The need for a fluent process and quick solution	X	
The need for a frequent follow up		X
The need for a good price	X	
Needs centered around extension on own expertise		
Primary needs:		
The need for a fit with own medical believes		X
Secondary needs:		
The need for a last resort	X	
The need for extension on own expertise	X	

8.3.2. Personae

Similar to the customers personae, the partners personae started from the needs extracted from the qualitive interviews. In contrast to the customers personae, the partners personae are more straightforward. An example of a personae is represented below in figure 14. A complete list of the personae can be found in Appendix D.2

"Me, and the rest of the entourage, want our athletes to excel in their sports."

- Koen De Jonghe

Bio

- Are part of the personal entourage of a professional athlete & professional sporting teams
- Occupation: Physiotherapist
- Possible that top sports is not their full occupation, can also have their own practice.
- They are the biomechanical entrance gate to the entourage of a top athlete.

Characteristics

- They see a huge potential in UPsports as they have deep insights themselves in the body of an athlete.
- Sensitive to research, education, ... Talk about the newest trends with their colleagues.
- Actively searching to improve the performance of their athletes.
- They do not see UPsports as a threat of their profession, more a necessary extension in order to offer their athletes the best.

Goals

- Guiding my patients through the Olympic games, World/European Championships, ... without any injuries while being on their best performance.

Motivation

- Achieving better results
- Performance-enhancing, curative & preventive

Preferred channels / touchpoints

- Specialized education platforms centred around research.
- Word of mouth in the top sports world: Belgian Olympic and Interfederal committee, 'Sport Vlaanderen', ...
- Specialized sports magazines

Needs

- Accesibility is not important for them, they are willing to cross the entire country for the right **biomechanical expertise as an extension** on their own expertise. They are persuaded by the expertise of the frontline and the in-depth expertise available.
- They express a need for a well-managed network and a **close collaboration** between them and UPsports. This can enable them to better implement the outcome of the analysis done by UPsports.
- They want to see results, more specifically they want their patients to perform better without having injuries.
- They want **the best of the best** for their athletes. Good quality is required both for steering gear, insoles and biomechanical screenings. They have a specific need for the **most innovative** and performance enhancing suits on the market.
- A **patient centered approach** is important for them. They want the whole package offered from A to Z. They want UPsports to be centered around sports.

Attitude level: Enthusiastic

Loyalty: Potential ambassadors. Biomechanical expertise and the close collaboration are essential to turn them into loyal partners.

Figure 14: Koen De Jonghe – The top physiotherapist

The difference of the various personae mainly lies in which type of patient they refer to UPsports; from top athlete to amateur athlete. Partners such as Katrien Verschueren (The all-rounder), who refers all kind of patients, are less interesting for the future of UPsports as UPsports mainly targets sportsmen or sportswomen. Partners such as Koen De Jonghe (The top physiotherapist), who refers top athletes, Kinetix Sports (The specialized practice), who refers fervent athletes and, Lisa Notteboom (The sports doctor) and Hendrick Janssens (The sports physiotherapist), who refers a kind of sports profiles will be more useful partnership for UPsports. While partners like Martijn Geers (The skeptic), can be of interest for UPsports but will take a bit more time as they are for now rather skeptical about the concept of biomechanical screenings.

8.3.3. General insights market research medical partners

Some general insights of the market research with medical partners can be described. First, the medical partners of UPsports are satisfied. Most of them could even be described as enthusiastic about the services and products offered by UPsports. These partners have the same medical believe about the benefits of biomechanical screenings.

Second, when being asked which of the characteristics (medical expertise, personal connection, follow-up and location) were most important for them in relation to a sport screening, sixteen out of the eighteen participants ranked medical expertise as most important. Remarkable is that two medical partners of the top athletes chose follow-up (and discussing the results of the analysis together with them) as more important. This highlights the importance of a close collaboration with the top medical partners.

Third, fourteen of the eighteen partners scored themselves as very loyal (between an eight and a ten on ten). It is remarkable that this score highly fluctuates with the personal connection they have with Wim or Magalie. When having a personal connection, the loyalty score goes up, while when there is a lack of personal connection the loyalty goes down.

Fourth, one of the things that came up multiple times was the location barrier when referring patients to UPsports because of the low accessibility.

Lastly, one final note should be made, while calling the partner list of UPsports, often a partner was contacted that had patients going to UPsports but that was not in direct contact with them. From these phone calls it could be concluded that a lot of potential partners do not know UPsports or Vigo by name, resulting in a low brand awareness.

Main takeaways partner analysis:

- In total, **six different personae** were identified with different characteristics, channels and needs.
- All medical partners (top and more all-round) expressed a need for **qualitative, innovative products** and **a short line** (personal face) with UPsports. Some medical partners (mostly the top) also expressed a need for a two-way and close collaboration. The importance of skilled people working at UPsports was again mentioned by all partner profiles.
- A few partners expressed some skepticism about biomechanical screenings and steering gear. Therefore, UPsports should be aware there will be more physiotherapists, osteopaths, chiropractors or doctors that have different **medical believes** than UPsports. Those medical partners should be convinced about the benefits of biomechanical screenings and steering gear.
- Often these partners see **UPsports as a competitor**, threatening to take over their job. Especially, about the steering gear some controversy is noticed. Therefore, it is key to explain in depth to the medical partners what the added value of biomechanical screenings is and that the UPproducts will not take any patient away from their practices.
- Given the current skeptism and fear of taking over their own jobs, the medical partners can both act as recommenders as **saboteurs** (as was described in the DMU in section 6.3).
- Most of the medical partners refer their patients to UPsports because of **curative motives** resulting in UPsoles. Now, patients are rarely referred for preventive or performance enhancing motives. Nevertheless, the top medical partners do send athletes for preventive or performance enhancing motives, that can often result in recommendations of UPsuits.

Note: it was clear the medical partners of UPsports often refer to UPsports as Vigo, this is of course due to the fact that UPsports only exists from February 2020.

8.4. Analysis: Market sizing

This section will provide an answer to the following question 'How big is the serviceable obtainable market of UPsports?'. As was described in the methodology, the market sizing technique in which the total available market (TAM), serviceable available market (SAM), and the serviceable obtained market (SOM) will be determined, was applied to obtain a number of the sports market UPsports can reach (Businessplanshop, 2013).

8.4.1. Flanders

In this part an analysis of the market size is made in Flanders. 'The TAM-SAM-SOM' technique gives the opportunity to map the market as precise as possible with a top down strategy. First the total available market is mapped with all possible sports segments. Next the serviceable available market is evaluated by taking a percentage of the TAM. Last, the serviceable obtained market shows the number of customers that can be served by UPsports.

The total available market consists of 4.3 million sportsmen and sportswomen in Flanders, ranging from people going for a walk to top athletes who train every day. The TAM consists out of all possible sports segments (also fishing, golfing, etc.). The serviceable available market varies from the TAM in the choices for the sports segments UPsports will be serving on the long term. Therefore, the numbers of athletes in different sports segments are displayed in Table 8 below. These sports are chosen based upon the popularity of the sports in Flanders and the chances of injuries related to the sports (American sports data Inc., 2006 & Allesoversport, 2019).

Some remarks should be made with the SAM presented in the Table:

- The sports with the most chances on injuries are the ones that are most appealing for UPsports to focus on as for now, people mainly come for curative reasons. Therefore, all running sports (duathletes & triathletes, ultrarunners and running in general) are of interest for UPsports.
- Although cycling is the least injury-sensitive sport, currently there is a raising interest in cycling throughout the country (Mediaspecs, 2019). Thus, UPsports can benefit from this increase in athletes by addressing the cyclists as well.
- The numbers of the cycling and running are remarkably higher than the other sports segments. This results from the method in which data is collected; Running and cycling are sports that are often practiced without being in a club. As such, an overestimation can be possible.
- The other segments such as soccer, basketball, volleyball, hockey and tennis are almost exclusively played in a sports club or federation. Therefore, there is more precise data concerning the latter sports segments.

Table 8: An overview of the market sizing for the different sports segments for Flanders (sources: VI Bibliography: TAM SAM SOM).

Flanders	Duathletes & triathletes	Ultra-runners	Soccer	Hockey	Cycling	Running	Basketball	Volleyball	Tennis	Total
SAM	4,500	3,880	297,120	23,746	1,700,000	1,200,000	47,244	62,500	151,607	3.49 mio
% from SAM	4%	4%	4%	4%	1%	3%	4%	4%	4%	
SOM	180	155	11,885	950	17,000	36,000	1.890	2.500	6.604	76,624
Injury-sensitive	1	1	4	6	7	1	2	3	5	

The serviceable obtainable market is a percentage taken from the SAM that seems realistic to be captured by UPsports.

Some remarks should be made with the SOM presented in the table:

- The assumption is made that this is 4% on average because of multiple reasons. First, UPsports offers rather niche services and products making it less interesting for the low-income group. Second, currently there is a lack of awareness about the benefits of biomechanical screening and raising awareness takes time. Lastly, the penetration rate of health fitness market in Europe is 7.8%, this can be used as an indirect source which gives an indication of the penetration rate of biomechanical screenings. As there is much more awareness around sports clubs and fitness, a lower percentage of 3% used to estimate the market size (Deloitte, 2019)
- As mentioned before, the numbers of cycling and running are less accurate than the other sports. In order to prevent an overestimation, 1% is taken from the SAM of the cycling market as these numbers will include people who go cycling one time per year and this could result in less interest in the products and services of UPsports. Yet, 3% is taken from the running market as it is estimated that this market has more potential than the previous one because of its injury-sensitivity mentioned above.
- 4% of the other sports are taken because these SAM numbers solely include people who already enrolled in a sports club and therefore might have a stronger interest.

In total the serviceable obtainable market sums up to 76,624 people. As a result, 64% of the SOM is captured by running sports; duathlons & triathlons, ultrarunning, soccer and running. In total 22% of the SOM is taken by the cycling market and the remaining 13% is captured by ball sports; hockey, basketball, volleyball and tennis.

8.4.2. Belgium

Due to the lack of complete data of Belgium or Wallonia, the assumption is made that the numbers of Flanders are similar to the numbers of Wallonia. Therefore, the numbers of Belgium are the numbers of Flanders multiplied by a factor (0.58) of the inhabitants. This sums up to a total market size in Belgium of 131,110 people, as is represented in Table 9.

Table 9: An overview of the market sizing for the different sports segments for Belgium.

Flanders	Dua- & triathletes	Ultra-runners	Soccer	Hockey	Cycling	Running	Basketball	Volleyball	Tennis	Total
SAM	7,895	6,807	521,263	41,660	2,982,456	2,105,263	82,884	109,649	265,977	6.1 mio
% from SAM	4%	4%	4%	4%	1%	3%	4%	4%	4%	
SOM	310	268	20,491	1,638	29,310	62,069	3,258	4,310	10,456	131,110
Injury-sensitive	1	1	4	6	7	1	2	3	5	

Main takeaways market sizing:

- The Total Serviceable Obtainable Market (SOM) equals 76,624 for Flanders.
- The Total Serviceable Obtainable Market (SOM) equals 131,110 for Belgium.

9. Analysis: Conclusion

In this section the insights from the internal and external analysis are put together in a SWOT analysis in order to identify possible opportunities and/ or threats UPsports should be attentive for. The specific strengths, weaknesses and opportunities/ threats can be found in Appendix E. Yet the answers to the four fundamental questions asked in a SWOT analysis are displayed below in Table 10. The results of this analysis will be used as input for the final position definition described under section X in this report.

Table 10: SWOT analysis.

	STRENGTHS	WEAKNESSESS
OPPORTUNITIES	**<u>Do we have strengths to exploit opportunities?</u>** • UPsports' strengths of **biomechanical in-depth expertise** of the frontline and analysis/products can enable them to **exploit the trend of awareness of own body** and well-being and the trend of more expenditure on sports in high-income segments. • UPsports' strengths of **biomechanical in-depth** analysis/ products and effective steering gear/insoles can enable them to **fulfil a demand by top athletes** for sensomotoric sports alignment. • The **small presence of other biomechanical specialists** in the market can be exploited by UPsports' strength of biomechanical knowledge of the frontline and in-depth analysis/products. • UPsports' **close collaboration** with top athletes and their entourage can allow them to **target recreational sportsmen/women** who are sensitive to what a top athlete does. • UPsports' **high customer satisfaction** can be put to good use by **creating authentic ambassadors** and thus attracting recreational sportsmen who are sensitive to new sports trends. • UPsports' **high partner satisfaction** can enable them to **serve a demand** by partners for biomechanical screenings.	**<u>Which opportunities do we miss because of weaknesses?</u>** • The **lack of awareness** around the UPsports brand can impose a missed opportunity as **recreational sportsmen are sensitive to brands**. • The opportunity of **demand by partners for biomechanical** screenings/sensomotoric sports alignment can be missed as a result of UPsports **not having a well-managed network** nor loyal established partnerships. • The **trend of awareness around own body** and well-being can be missed because of UPsports' weaknesses of **low accessibility (location) and low approachability**. • The small presence of other biomechanical specialists in the market can represent a missed opportunity as UPsports has a low brand awareness with the big audience. • The **sensitivity** of recreational sportsmen **to what at top athlete does** can be a missed opportunity as UPsports currently does not make use of their top athletes to create **brand awareness**.
THREATS	**<u>Do we have strengths to tackle threats?</u>** • The **biomechanical in-depth expertise** of the frontline and analysis/products should be used to tackle the threats of **no general need** nor knowledge about what biomechanical screening is. Otherwise, the strength can be nullified by the threat. • The **customer and partner satisfaction** can help UPsports to overcome the threats of **no general need** for nor knowledge about biomechanical screening/ sensomotoric sports alignment. • UPsports' **biomechanical expertise** (frontline and analysis/products) can enable them to tackle the threat of **no perceived difference** in the market by customers. • UPsports' **close collaboration** with top athletes and their entourage can enable them to mitigate the **perceived threat** by the medical partners that UPsports wants to replace their expertise. • UPsports' **high customer and partner satisfaction** can help them **tackle the threat of imitation** of their model by competitors.	**<u>What are the threats our weaknesses expose us to?</u>** • UPsports' **dependency on medical partners** exposes them to the threat of **medical beliefs** of the medical partners. • UPsports business is exposed to the threat of being positioned on a **thin line** with the profession of the medical partners especially since they are **dependent on their medical partners** for new customers. • UPsports is exposed to the threat of **no general need for knowledge about what biomechanical** screening/sensomotoric sports alignment is as **no brand awareness exists**. • UPsports is exposed to the treat of **no general knowledge** about nor need for biomechanical screening/sensomotoric sports alignment by their weaknesses of not providing any **practical implementation** nor functional physical expertise. • The **lack of a well-managed network** and loyal partnerships exposes UPsports to the threat of their **medical partners perceiving UPsports as a replacement** of their own expertise. • The **lack of a well-managed network** and loyal partnerships exposes UPsports to the threat of possible **imitation by the competitors**.

10. Position determination

10.1. Current strategy and Strategy workshop

In this section an answer will be formulated to the question: 'What is the current strategy of UPsports and what would the future direction have to look like?'.

To answer the first part of this question, Table 11 gives an overview of UPsports' current strategy formulation. The issue regarding the current strategy of UPsports is twofold. First, there is a lack of a clear direction for UPsports, which is quite diverse and non-focused as can be seen in the table. Second, there is not acted upon the strategy. This issue has arisen due to the following reasons:

- First, due to diffused priorities of the management team no sustained efforts have been made to define a clear direction for the business unit.
- Second, the purpose of the company has not been clearly defined yet. UPsports has been growing organically from Vigo's core business as demand for sportswear and biomechanical screening grew. As such, UPsports has been 'jumping' on all opportunities; serving all kinds of partners, all kinds of customers in all kinds of sports.
- Third, UPsports has a primarily internal focus: offering new innovations and suits without scanning the market potential for it. Although all those elements in itself are a good starting point, inconsistency and a lack of clear choices stand in the way of a good strategy.

Table 11: Current Strategy.

Pillars	Vision	Mission	Values
• Screenings • Advice • Solutions • Evaluation • Communication	• Preventive and curative optimization of biomechanics for reduced injuries and better performance • All facets of sports practicing. • Independent, neutral position and multidisciplinary approach • Being one of the fundamentals within the performance world by offering biomechanical solutions that are preventive, curative or performance enhancing	• Helping athlete's preventive, curative and performance enhancing. • Independent partner of athletes. • Providing high-end solutions by doing a biomechanical screening. • Being the provider of exclusive sport clothing in the sports world	• Expertise • Medical know-how • Passion • Helping people • Progressive and innovative
Business concept: High-end medical solutions and screenings for biomechanical body alignment in sports.			

However, strategy is too important to just do superficially. Therefore, the Strategy Formulation Framework of Kurt Verweire (2014) was used as an objective way to measure the current strategy, indicated by the current main stakeholders of UPsports (the frontline, CFO of Vigo and the head of Marketing of Vigo). More specifically, first a questionnaire and afterwards a workshop was conducted. Whereas the strategy questionnaire served as an indication for the different visions on strategy by the main stakeholders, the workshop enabled more in-depth qualitative input and active coaching. The purpose was to get a better understanding of the vision of the management team by challenging their ideas regarding the direction of UPsports. As mentioned in the methodology, the framework is centered around four dimensions; ‘Whom do we serve?, ‘What do we provide?’, ‘What is our value proposition?’ and ‘What is our operating model?’.

This workshop is clearly structured in three parts in the Appendix;

- Appendix H1 depicts the questionnaire that was used to measure the four dimensions in the Strategy Formulation Framework.
- Appendix H2 covers the results of the anonymized filled-in questionnaires for each stakeholder, with the scores for every dimension of the framework;
- Appendix H3 explains the course of the strategy workshop.

The overall main insights and takeaways of this strategy workshop can be found in the box below.

Main takeaways strategy workshop:

- A clear vision revealing where UPsports aims to be positioned some years from now is currently lacking.
- The current efforts are focused on **all kinds of medical partners, all kinds of customers** (athletes of all fervency levels and non-athletes) doing all kinds of sports. UPsports has a primarily internal focus: offering new innovations and suits without scanning the market potential for it. As such, no clear choices are being made regarding the competitive arena of UPsports.
- As a result, the competitive theme remains unclear; Which value to offer the customers? Both product as service/connectivity are currently addressed, offering **no differentiation regarding the competitors**. Although all current efforts in itself are a good starting point, inconsistency and a **lack of clear choices** stand in the way of a good strategy.
- The Strategy Formulation Framework questionnaire and workshop revealed a position defined as follows: fulfilling the customers' wishes by **starting from the connection** with them and providing them with specialized high-quality products/services. With a focus on **connectivity as a dominator** and product as a differentiator, the athlete takes on a central role in this model.

10.2. Strategy formulation

In this section the conclusion of all previous analyses will be used in order to identify the blue ocean in the market and to formulate the winning strategy to capture both the market of the top athletes and the recreational athletes. In the first part, the customer needs and the competitor analysis will come together to identify on which competing factors best to focus and on which ones not, also considering the needs of the partners. In the second part, the blue ocean in the market is searched, based on the currently unmet needs of the customers in the market and the results of the workshop with the management team.

10.2.1. On which competitive factors to focus and on which ones not?

Below Figure 15 from the competitor analysis, presenting how competitors in the market and UPsports score on the different competing factors, is merged with Figure 13 of the customer analysis, presenting whether the competitive factor is expressed as a need per customer profile. The blue line is representing UPsports, while the red lines represents the competitors. In Figure 15, all expressed needs are indicated in blue, but with different shades in the needs. Linking both the competitors' scores and the customers' needs and on top of this, also considering the medical partners' needs, allows to distinguish on which competing factors to focus and on which ones not. The competing factors are divided into four categories:

- **Position in market:** These are the basic factors necessary in order to be part of the market.
- **Eliminate**: Competitors are outperforming UPsports and there is no specific need for these factors in all customer segments, only in some.
- **Reduce:** On these factors, UPsports should perform on the level of the market average. This does not mean that these factors should be reduced compared to now. It is possible that efforts should be made in order to obtain the market average. Yet, there is no urgency in outperforming on these factors, as there is only a minimum need expressed by the customers.
- **Raise:** Factors on which UPsports should outperform the competitors. The reason to categorize a competing factor under raise can be two-fold. On the one hand because there is a clear need present and there is potential to outperform the competitors. On the other hand, because currently UPsports is outperforming compared to the competitors and there is a clear need in some or all segments.

The competitor analysis showed that UPsports is competing in three markets; Sports screenings, insoles and sports apparel. As the screenings are the main market from which the insoles and steering gear are originating, this hierarchy will also be applied in this section. The approach goes as follows: from the sports screenings market, recommendations are made concerning which factors to compete on and on which ones not, considering the customers' needs, the medical partners' needs and the competitors. In the next stage, it is verified that the choice of competing factors for the sports screening market are reinforcing and being reinforced by the other two markets.

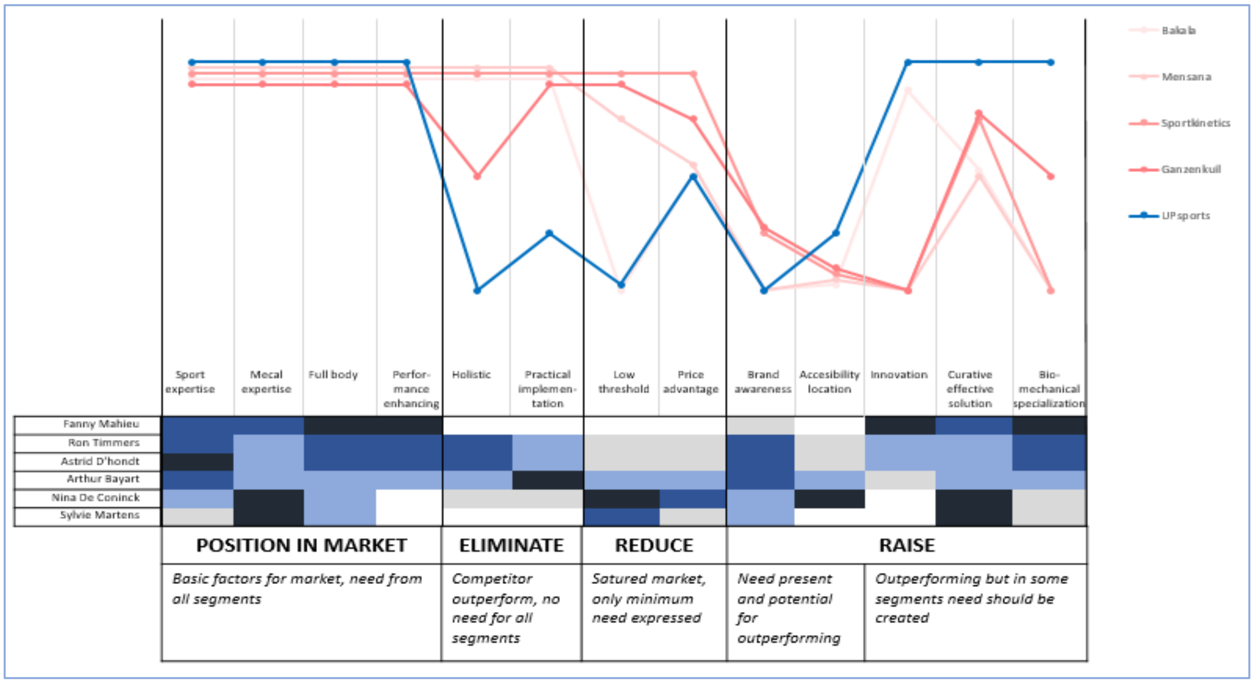


Figure 15: The extended blue ocean framework for the sports screenings market.

Position in the market

Sports and medical expertise, full body and performance enhancing are all essential in order to have a position in the market. Hence the high scores of each competitor in this market and the need expressed by all customer profiles in this market. It should be mentioned that the need for performance-enhancing solutions is not present in the last two customer profiles (The recreational sportswoman & the post to pillar), driven by curative motives. This is also confirmed by the primary needs expressed by the medical partners. Not providing one of these basic factors just means not being part of the market. The real question is on what to focus and on what not to focus on in order to differentiate from competitors in this sports-medical performance-enhancing market.

Eliminate

When looking at the ‘holistic’ and ‘practical implementation’ (defined in the competitor analysis as being able to do something with the results of the screenings), one can see that many companies in the market are competing on these factors, while UPsports is not scoring well. When looking at the needs of the customers, only some customers profiles are expressing a need for this. No top athletes nor patients with curative motions are expressing a need for those competitive factors. Only few medical partners proposed a more holistic approach as a recommendation to improve UPsports. In addition, many partner profiles, except from the profiles working in real close collaboration with UPsports, expressed a concern regarding the thin line between what UPsports does and the physiotherapist’s job and that UPsports can be threatening for their own jobs. Eliminating the practical implementation as competitive factor and leaving the physical implementation of the advice to others, can only be beneficial for a strong relationship building with the partners. Given the lack of a pressing needs from the customers, the expressed concerns of the partners, the red ocean in the market and the fact that choices should be made, it is recommended to eliminate 'holistic' and 'practical implementation' as competing factors.

Reduce

Price and low threshold, namely recognizing your profile in UPsports, are explicitly expressed by sportsmen/women with a lower fervency level. In addition, this is also a clear secondary need of the partners; An approachable and economical solution for the patients is a decisive factor to refer patients. Therefore, approachability and price should be around the industry average. This will not be a competing factor, yet efforts should be made in order to lower the threshold for the big audience. Performing on these competing factors around the market average is indicated with the label 'reduce' in the model.

Raise

The last category, the competing factors that should be raised, can be divided into two parts:

- First the factors for which a clear need is present with the customers and partners and where there is potential to outperform the competitors as they are scoring low. ***Brand awareness and accessibility*** are two factors belonging to this category. The need for accessibility is clearly expressed by the low-fervency sports profiles, who are the big audience that needs to be targeted. Moreover, accessibility has also come forward in the partner need statements as secondary need, expressed by the 'all-around' partners. As competing sports labs executing screenings are often only present on one location, there is a possibility for UPsports to outperform them. The importance of brand awareness became also clear during the customer analysis. Some profiles are sensitive to well-known brands (The passionate sportsmen, The challenger, & the tennis player), while others need the brand awareness to come into contact with UPsports (The recreational sportswoman and the post to pillar).
- The seconds part of the 'raise' category includes all competitive factors on which UPsports is currently outperforming the competitors. ***Innovation, curative effective solution and biomechanical specialization*** are part of this category. While the need for a curative effective solution is strongly present in all customer segments and also expressed as a primary need by the medical partners, this is not the case for the need for innovation and biomechanical specialization. For these factors, there is a pressing need expressed by the top athletes, but the need decreases with the fervency level and is completely absent with the big audience. This uncovers an important issue to which importance should be attached: The need and the awareness about the added value of biomechanical specialization should still be stimulated with the recreational athletes.

Although the big audience is currently not aware of the added value of biomechanical screenings, the biomechanical specialization is a factor that should be raised and this for several reasons: First, it is THE unique specialization of UPsports on which **no other competitor is competing**. Secondly, biomechanically specialized screenings form a **wanted extension on the in-house expertise** of the medical partners. Third, as the biomechanical specialist, UPsports is in the ideal position to **raise awareness** in this field. This was also indicated in the SWOT analysis as part of the conclusion of all analysis. Lastly, biomechanical specialized screenings allow **to differentiate** in the insoles and the sports apparel market.

10.2.2. Reinforcing and being reinforced by the insoles & sports apparel market

The same line of thought was applied for the sports insoles market and the sports apparel market. The same competing factors are divided into the four categories: Position in the market, eliminate, reduce and raise. The resulting extended blue ocean model for those two markets is depicted in Figure 16 and Figure 17.

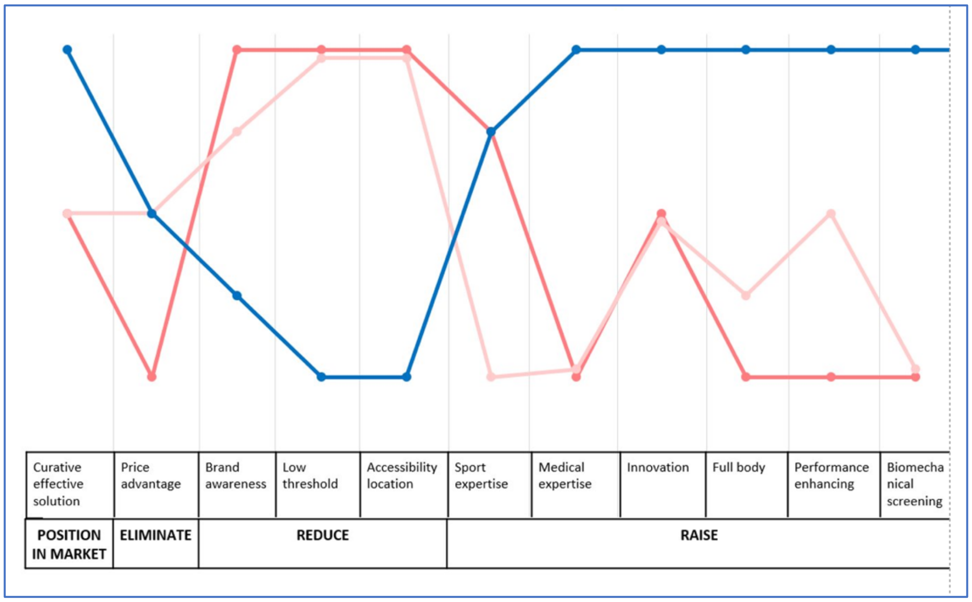


Figure 16: Extended blue ocean framework for the sports insoles market.

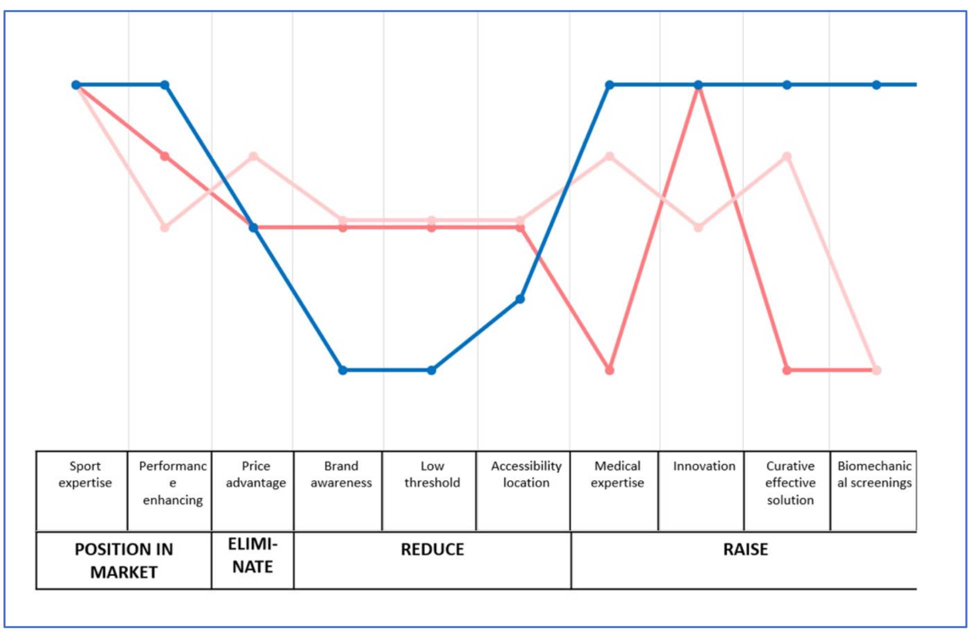


Figure 17: Extended blue ocean framework for the sports apparel market.

When combining all sports markets, one can clearly see in Table 12 that all markets reinforce each other. More specifically:

Holistic and practical implementation: Those are factors indicated in orange and for which it is recommended to eliminate them in the sports screenings market. One can see that these are neither applicable in the insoles market nor in the sports apparel market. This justifies the choice of eliminating those two factors.

Innovation and biomechanical solution: These factors are indicated in blue and fall under the category 'raise' in the sports screening market and also in the other two markets. Thus, enhancing efforts on those factors in the sports screening market is valuable to do and allows to differentiate form competitors in the other two markets.

Full body, medical expertise, sports expertise, performance-enhancing effective solution and curative effective solution: These are the factors indicated in green in the figure, for which the position in one market reinforces 'raising' factors in another market (and the other way around). For example, having sports expertise is necessary to have a position in the sports screening market but also allows to differentiate from competitors in the insoles market, as sports insoles are not that common. As all those factors, being basic factors to be in a certain market, allow to differentiate from competitors in another market, these are all factors UPsports should focus on.

Brand awareness, accessibility, low threshold and price advantage: Those are the factors which are indicated in yellow and for which the aim is to score around the market average. In some of the markets those factors fall under 'reduce', in others they fall under 'raise'. For example, brand awareness and accessibility are indicated as raising factors in the sports screening market. Yet, these factors are labeled as 'reduce' in the market of insoles and sports apparel. Putting efforts in increasing accessibility and brand awareness will be with the aim of obtaining the market average in the insoles and sports apparel market, while in the sports screening market it will be with the goal of outperforming the competitors. The first one because competitors already score high on these factors, the second one because the competitors are performing on the industry average. In general, all those four factors are not priority for UPsports to differentiate from competitors but there should be put some focus on to obtain a certain standard.

Table 12: Illustration of how all three markets reinforce each other.

Sports screenings market	Sports expertise	Medical expertise	Full body	Performance enhancing	Holistic	Practical implementation	Low threshold	Price advantage	Brand awareness	Accessibility location	Curative effective solution	Innovation	Biomechanical specialization
	Position in market				**Eliminate**		**Reduce**		**Raise**				

Sports insoles market	Curative effective solution	Price advantage	Brand awareness	Low threshold	Accessibility location	Sports expertise	Medical expertise	Performance enhancing	Full body	Innovation	Biomechanical specialization
	Position in market	**Eliminate**	**Reduce**			**Raise**					

Sports apparel market	Sports expertise	Performance enhancing	Price advantage	Brand awareness	Low threshold	Accessibility location	Medical expertise	Curative effective solution	Innovation	Biomechanical specialization
	Position in market		**Eliminate**	**Reduce**			**Raise**			

10.2.3. On which factors is the market not competing and can UPsports create a blue ocean?

Lastly, after having looked at all the factors on which the market is competing, opportunities to create new factors are explored. The factors that should be created are related to ‘**connectivity**’, meaning building a deep connection with the customers and the athlete’s perspective: a well-managed network with the clinicians of the athlete, everyone is treated as a unique case, a personal one-on-one relation with the frontline of UPsports, a comprehensible medical explanation tailored to the level of the athlete, a follow-up and giving them the feeling of being a real athlete (Figure 18).

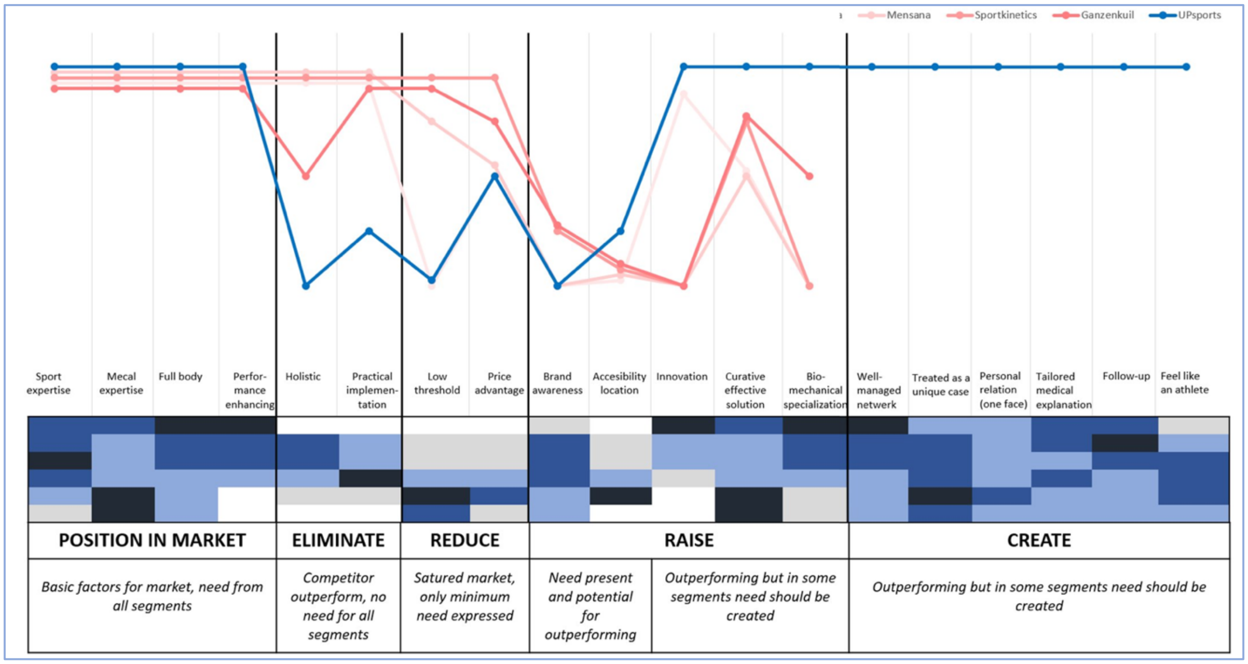


Figure 18: Overview of the extended blue ocean model.

There are several reasons why those needs centered around customer connectivity are fruitful for UPsports to focus on and offer ‘**connectivity**’ as dominating value.

- Those six factors are **expressed as needs by all customer segments** and all partner segments, currently indicated with the label ‘room for improvement.’
- The workshop with the management team clarified that UPsports is willing to go for **connectivity as a dominant value**. It should be mentioned that this workshop was given when the results of the market research were already available and that the moderators have steered the workshop towards ‘connectivity’. This because the aim of the workshop was to discuss their opinion on connectivity and get everyone on one line which is important when the strategy will be implemented.
- The six factors **create a blue ocean** as no other competitors are specifically focusing on these factors.
- Via connectivity with the customers, the need for and awareness about the **added value of biomechanical specialization can be raised**.

It should be noted that offering connectivity as dominant value does not mean that the products will not be of high-quality. UPsports will still be competing in the high-quality specialized market. The nuance is that the starting point will be the athlete's perspective: fulfilling the customers' wishes by starting from the connection with them and providing them with specialized high-quality products/services.

10.3. UPsports TO BE

The long-term aim of UPsports is to play a prominent, yet neutral role in a sports community centered around 'insights in your body' from a biomechanical point of view. The value offered to the athletes will be 'insights in your own body' from which a tailored solution is offered to the athlete, being UPproducts or advice/practical implementation via one of the medical partners in the network. Connectivity will be the key to success: athlete-centricity and building loyal relationships with both customers and partners, turning them into authentic ambassadors. This for athletes of all fervency levels, regardless whether they come with curative, performance-enhancing or preventive motives. The ultimate goal is to fulfill the customers' wishes, by starting from the connection with them and from this perspective, providing them with specialized high-quality products/services.

10.3.1. Description of UPsports TO BE

In order to successfully capture this long-term 'to be', a well-thought strategy should be outlined starting from the UPsports 'as is'. An illustration of the UPsports to be can be found in Figure 19. Currently, UPsports has two main strong areas. First, the established image of UPsports built around the high-quality and dynamic steering insoles. Second, the top athletes seeking UPsports for the performance-enhancing solutions and advice and both already established areas will be used as entrance gates to achieve the desired position of UPsports in the long-term.

First entrance gate: curative steering insoles

The high-quality UPsoles will be used to attract customers to UPsports. As mentioned above, curative patients coming for insoles referred via medical partners, are currently the main channel of incoming patients. Hence, the importance of the medical partners. This is represented at the right de of figure 19.

The goal is to create a loyal network with the medical partners, referring athletes with curative motives to UPsports, to create a biomechanical community of which the medical partners want to be part of. Customers coming directly towards UPsports always have the choice of going to their own physiotherapist/doctor or to a biomechanically specialized partner of the network. This should be made very clear, as this can otherwise put off other medical partners which can result in a loss of curative customers at the end. In the case the customer is loyal to a physiotherapist/doctor/osteopath who is not yet part of the network, the clinician will be contacted by UPsports informing them personally about the results of their patients and involving them in this way into the partner network.

This 'loyal but not exclusive' network with medical partners is valuable and beneficial for several reasons:

- All medical partners have their own medical beliefs, they are sensitive to medical expertise, and, as for the lower level athletes there is currently no extensive need for biomechanical screenings and products with all clinicians. All those issues can be tackled by convincing them with evidence and informing and educating them regularly.

- In addition, sensitized partners will raise further awareness with patients in the name of UPsports. The last but very essential advantage of a loyal network is the fact that standing next to them and helping them is not perceived as threatening for their own job.

Second entrance gate: top athletes with performance-enhancing motives

The second entrance gate consists of the top athletes being customer of UPsports for the effective biomechanical performance enhancing solution and advice that is offered. This is illustrated on the left side of Figure 19. They realize the added value of biomechanical screenings and sensomotoric sports alignment. The aim is to create top-down a raised awareness about the added value, meaning the awareness will evolve over different fervency levels, starting with the top athletes. A step-by-step approach is needed.

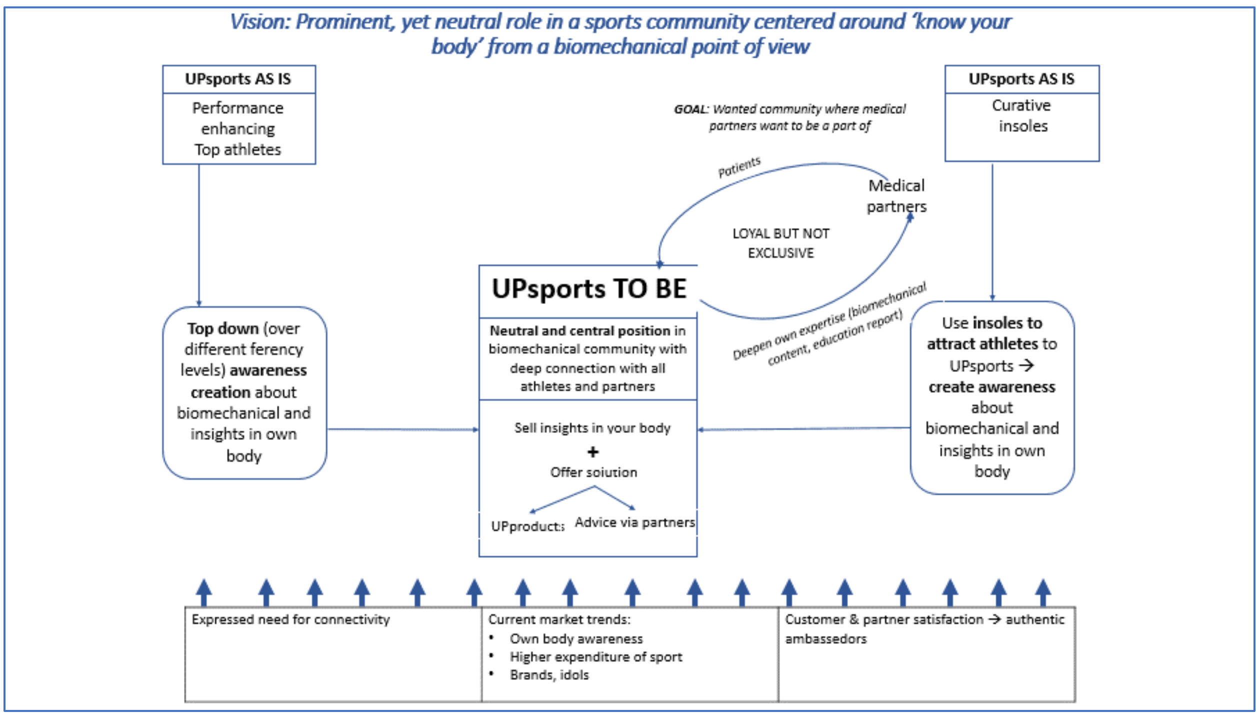


Figure 19: UPsports 'to be'.

Fundamentals of this vision

This vision is supported by three main fundamentals: connectivity, the market trends and authentic ambassadors as shown in Figure 19.

- In this proposal for the UPsports 'to be', deep connections are built with both partners and customers, and as stated in the outcome of the extended blue ocean strategy framework, focusing on connectivity is 'the way to go' for UPsports.
- This vision is to capture the opportunities created by the market trends, namely an increasing interest in own body and sportsmen being sensitive to brands and what athletes of higher levels do.

- The customer and partner satisfaction coming forward from the qualitative interviews should be exploited by increasing the loyalty in order to make them authentic ambassadors.

In sum, it is recommended for UPsports to be guided by the following mission, vision, strategy and values in Table 13:

Table 13: Strategy, vision, mission & values of UPsports 'to be'

Strategy	Vision	Mission	Values
Build a deep connection with all athletes and a loyal network of partners, starting from the two strong areas of UPsports as is.	Prominent, yet neutral role in a sports community centered around 'know your body from a biomechanical point of view.	Providing biomechanical insights in the body of every athlete.	• Athlete-centricity • Innovation • Quality • Passion • Community-building • Expertise

The extensive version of the decision-making unit, with filled-in value propositions for all parties involved based on the UPsports 'to be', can be found in Appendix I2.

Part II: How to capture the position?

The second part of this report will determine how the position of UPsports can best be captured and the business model can best be scaled, given the input of the first part of this report. More specifically, a marketing plan, an operational plan, a human resource plan and a financial plan were worked out for the next ten years. The insights of all parts will come together in a practical horizon growth plan, depicting the milestones per horizon and the aimed results for each.

11. Business model

In this section, the business model of UPsports will be discussed. More specifically, it will be explained how UPsports will practically implement its connectivity strategy throughout all its activities and make it part of its DNA in order to ensure alignment and successful execution. The business model is focused around three main stakeholder groups: the customers, the medical partners and the employees. Therefore, community building (customer relationship management) and partner network management take on a prominent role. However, the focus in this part will be on how to maintain partners and customers in the UPsports network, while the marketing section will focus on how to acquire the customers. An overview of the business model can be found in Table 13.

Note: *The calculations that support the decisions made in this part can be found in the excel file which accompanies this report.*

Table 13: Extended business model canvas

<table>
<tr>
<td colspan="2">Key partner segments
• Medical partners: physiotherapists, osteopaths, sport doctors</td>
<td colspan="2">Key activities
• Content marketing
• Running an UPlab
• Partner management
• CRM</td>
<td colspan="2" rowspan="2">Value proposition
Centered around connectivity
Athletes:
• Insights in your body
• Personal approach
Medical partners:
• Medical extension on expertise
• Education in biomechanical screening
Employees:
• Stimulating work environment
• Learning and training opportunities</td>
<td colspan="2">Customer relationship
• Personal relationship, one face for one Uplab</td>
<td colspan="2">Partner relationship
Medical partners:
• Personal relationship, one face for one Uplab</td>
</tr>
<tr>
<td colspan="2">Customer segments
• Top athletes
• Higher fervency level athletes
• Recreative sportsmen</td>
<td colspan="2">Key resources
• Passionate employees, the faces of the UPlabs
• Contracts with key partners
• Ambassadors
• Network of medical partners</td>
<td colspan="2">Customer channels
• Social media
• Sport clubs
• Website
• Sport events
• Ambassadors</td>
<td colspan="2">Partner channels
• Education
• Login</td>
</tr>
<tr>
<td colspan="5">Cost structure
• Costs of goods sold
• Payroll expenses
• Operating expenses
• Marketing and sales expenses</td>
<td colspan="5">Revenue stream
• Screenings at Uplabs
• UPline at medical partners
• Contracts with sport clubs</td>
</tr>
</table>

11.1. Key resources

The key resources of the UPsports business model will consist of the passionate employees, contracts with key partners such as sport clubs, the ambassadors of UPsports and the UPsports network of medical partners. Those resources combined make it difficult to imitate by competitors.

11.2. The value connectivity in the DNA

UPsports' overall value proposition will be focused around connectivity and community creation. However, depending on the stakeholder that is considered the tools used in order to accomplish this value proposition will slightly differ. UPsports distinguishes three important groups of stakeholders: the customers, the employees and the medical partners. In this section, it will be discussed how UPsports can reassure connectivity for all three groups.

Overall, best practices of Upgrade Estate, the Belgian market leader for student housing, were consulted (Appendix B3: Upgrade Estate). Upgrade Estate brings together many different stakeholder groups such as students, investors, architects, the government and universities, yet they succeed into building long lasting and intimate relations with them all. Therefore, it is interesting to learn from them as how to scale connectivity.

11.3. Customers

What are the customer segments to focus on?

Based upon the personae that were described in the first part of this report, three clear customer segments can be identified: top athletes, higher fervency level sportsmen and recreational sportsmen/women. This business model will focus on all three but will do this in a very clear top-down approach. This means proactive efforts will be made to attract specific customers, while organic growth in other customer segments will be of secondary importance. No athletes will be dismissed, if they fit in the long-term vision (in other words, only athletes). Yet there will not be done anything to attract them.

More specifically, first the higher fervency level sportsmen will be targeted (The passionate sportsmen and the challenger), and after some years (when brand awareness is higher, see marketing plan section 12) recreational sportsmen/women will be targeted as well (The recreational sportswoman). Overall, the segmentation of UPsports should be to focus on high income levels, targeting ambitious, hard-working customers. A description on the segmentation for the 'UPsports to be' was determined but will not be elaborated. An overview of the different criteria (geographic, demographic, behavioristic and psychographic segmentation) that determine the target group, can be found in Appendix I1.

Linked to this, the different sports UPsports will focus on will extend with the same pace as their sports expertise. This is because UPsports should always ensure the right sports and medical expertise before targeting a new sports segment. Thus, first, as UPsports already has a lot of expertise in this field, the focus will be on the running sports (soccer, marathon runners, ultra-running, triathlon). In the years thereafter, other sports will be targeted, which will be further elaborated in section 12, marketing plan.

How are the customers reached for marketing? Which channels are used?

The marketing will be done based on the channels linked to the different personae that were described in the first part of this report. More specifically, social media, word of mouth, sport clubs and ambassadors are the main channels that will be used to attract new customers. In this regard, the website will be the key platform of information towards which traffic will be created. More detail on how exactly the customers will be attracted will be further elaborated in section 12, marketing plan.

How is connectivity assured via customer relationships?

As customers are king at UPsports, customer relationship management will become an important activity in the new business model. First and foremost, it is essential that a personal connection can be assured (Veweire, 2014). Therefore, every lab will be run by one (or in the future more) UPsports employee(s). That is, the same employees will always run the same UPlabs. As customers, in an ideal scenario, always come to the same UPlabs and thus schedule an appointment with the same employee, a consistent, personal approach and follow up can be assured and thus a personal relationship can be built with them. The choice for a personal **'one face one UPlab approach'** is made based upon the fact that the customers expressed a need for a consistent approach and a need for a face in the market research. In addition, when looking at best practices, Upgrade Estate successfully uses this approach as well. Every Upkot site has its own UPcoach(es) so that students always know who to contact and who to ask in case of questions. However, this is a necessary but not sufficient element of customer relationship management; Connectivity must become apparent in all customer related activities. Therefore, the following activities must be considered as well:

- The one face approach would also be made visible on the **UPsports website**, where you would be able to click on the employee's picture in order to see their agenda and thus book an appointment. An illustration of how this would look like is depicted in Figure 20. The customers need to enter their e-mail addresses when booking this appointment, they will get an automated confirmation of this via mail. Gathering e-mail addresses will be key in the connectivity model as it will allow for personal and targeted information.

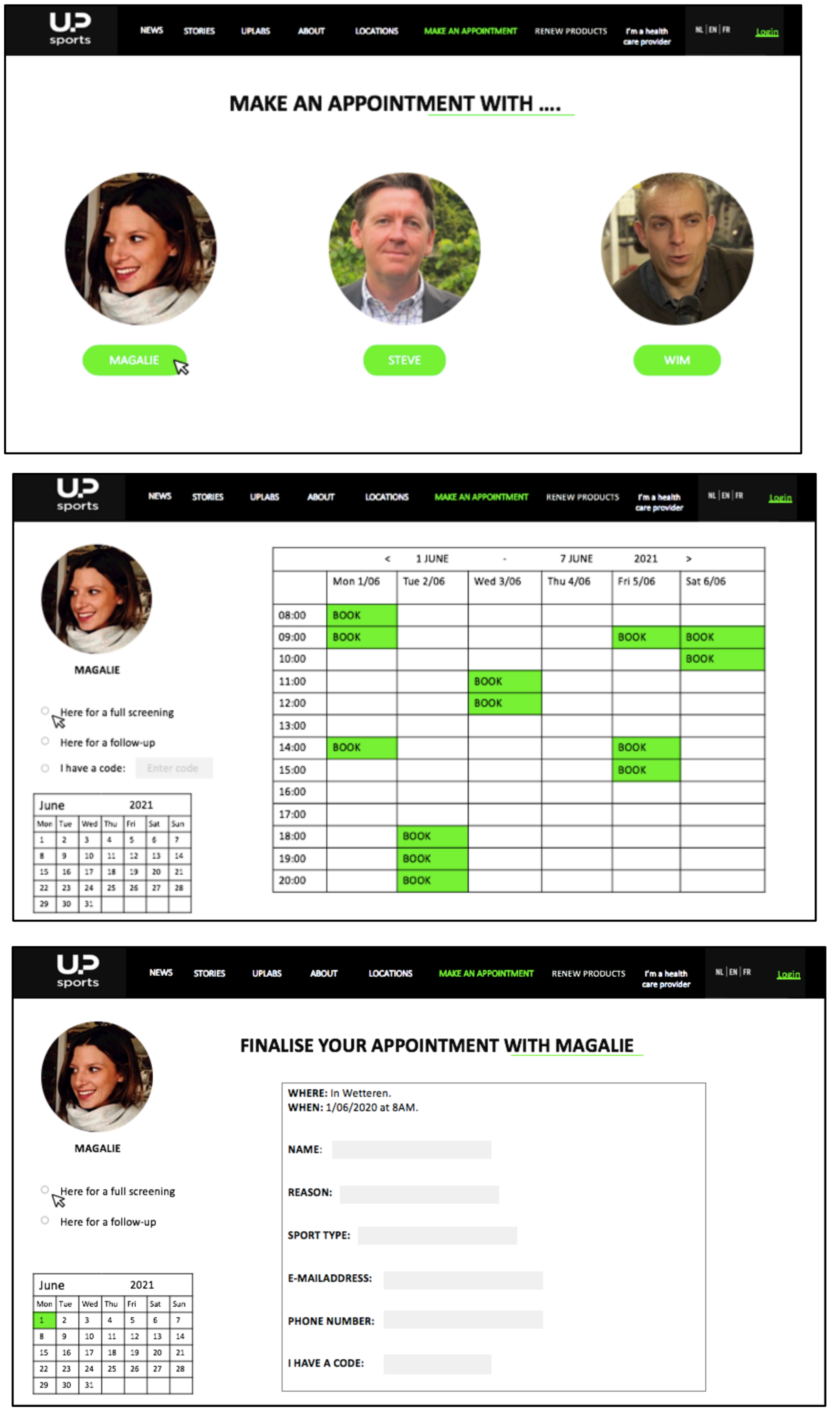


Figure 20: An illustration of how making appointments on the UPsports website will be made easier and more aligned with the connectivity value proposition.

- All customer related information needs to be stored in a **database** so that CRM can be done in a personalized way and lead nurturing becomes an important activity in that regard. The information stored will be: email addresses, home addresses, injuries for which they were treated, products bought, medical partner linked to that customer, spending, how often returned. For example, when a customer visits UPsports claiming to have ankle problems, extra information on the ankle will be sent to them a few weeks or a month after their visit. This gives the customer a feeling of a personalized approach at UPsports, while this is being automated at UPsports itself. The program that can be used for this is **SendinBlue**, a European CRM software specialized in automated emailing. An illustration of this is depicted in Figure 21.

Last name	First name	Street	Zip code	Town	Issue	Telephone	E-mail address
SCHEIRLINCK	MARCEL	Sint-Alenalaan 15	1700	Dilbeek	Knee	0497/68.39.57	marcel.sceirlink@gmail.com
VANDENHOVE	MARIA FLORINA	Dendermondesteenweg 101	9230	Wetteren	Knee	0477/32.56.19	vandenhovemaria@hotmail.com
VANDENHOOF	MARIA SOFIE	Heuvelgom 56/0001	9630	Sint-Blasius-Boekel	Knee	0472/38.89.64	maria.sophie@vandenhoof.com
OP 'T ROODT	RENEE VICTORINA	Bommelstraat 1	9840	De Pinte	Knee	0471/82.59.34	baptist@optimale.be
DEMEYER	AIME	Achterdreef 58	9270	Laarne	Knee	0495/12.74.82	aima.demeyer@gmail.com
WILLEMS	CECILIA MARIA	Kleine Deinsebekestraat 15	9620	Zottegem	Knee	0499/78.98.44	zottegem@laaif.be
BILLIET	MONIQUE	Terwouwenstraat 12	3800	Sint-Truiden	Knee	0492/15.22.44	info@groeplowette.be
NACKAERTS	AGNES	Langestraat 48/4	9620	Zottegem	Knee	0498/35.28.97	info@massief.team
VANDERMEULEN	EDUAR	Jozef Duthoystraat 31	8790	Waregem	Knee	0473.87.95.26	Kine-bracke@skynet.be
VAN ASSCHE	MARIA BERTHA	Holstraat 58	8570	Anzegem	Knee	0477/48.25.36	info@alexis-osteopathie.be
ROMMELAERE	MARIE	Noordlaan 9/0.01	9630	Munkzwalm	Knee	0489/25.94.15	marie.rommelaare@telenet.be
VAN LANGENHOVEN	SIMONNE SIDONIE	Gravin Johannastraat 29	9000	Gent	Knee	0491/85.29.63	hallo@jouwchiropractor.be
VAN WYNGAERDE	MARIA	Scheldestraat 1	9636	Zwalm	Knee	0473/58.21.49	maria.vangaerde@gmail.com
VAN DEN NOORTGATE	JUDITH JULIENNE	Moorstraat 7B	9850	Nevele	Knee	0498/26.36.19	judith.vdn@hotmail.com
MEIJER	ANTONIUS LEONARD	Verzusteringslaan	9100	Sint-Niklaas	Knee	0497/16.85.36	wannesvandooren@hotmail.com
VAN DE VELDE	PIERRE GABRIEL	Elf Dagwand 79	9470	Denderleeuw	Knee	0493/21.31.78	vdkchristain@gmail.ccom
VANDEKERCKHOVE	CHRISTIANE LUCIE	Biezeweide 17	1650	Beersel	Knee	0492/65.24.98	gauthier.rommelaere@gmail.com
BRUXELMAN	DANIEL	Kouterstraat 17	9500	Geraardsbergen	Knee	0477/27.84.64	daniel.bxl@telenet.be
DANAU	ROMAIN RENE	Herreweg 4	9660	Nederbrakel	Knee	0493/36.95.84	danau.romaine@gmail.com
STABLER	STEPHEN JOHN	Jozef Buyssestraat 39	9230	Wettern	Knee	0471/19.85.32	kineverlindefrancis@telenet.be
VAN NIMMEN	LUDO	Brusselsesteenweg 260	9402	Meerbeke	Knee	0472/58.65.99	info@kinesmesman.be
DE HAUWERE	JAN	Kapelstraat 52	3212	Pellenberg	Knee	0498/35.28.97	info@synergeia.be
ALLEBROUCK	MARIE THERESE	Sint-Rumoldusstraat 21	2590	Berlaar	Knee	0473.87.95.26	willem.hendrickx@telenet.be
VAN DEN BOSSCHE	BEATRIJS IRENE	Vleugtweg 19	3111	Wezemaal	Knee	0477/48.25.36	vandenbossche.beatrijs@gmail.com
LEYS	ERIK MARIE	C. Van Kerckhovenstraat 26	2880	Hingene-Bornem	Knee	0489/25.94.15	peter@osteopathie-verdin.be
VERJANS	IRENE	Nachtegaalstraat 16	3370	Boutersem	Knee	0491/85.29.63	vandenbossche.beatrijs@gmail.com
SINAP	ANDRE	Bentincklaan 4	3800	Sint-Truiden	Knee	0473/58.21.49	peter@osteopathie-verdin.be
MESDAGH	ROGER	Diestersteenweg 153	3292	Kaggevinne	Knee	0473/58.21.49	geyskens.osteo@skynet.be
EGGERMONT	HENRI	Kalenbergstraat 31	1700	Dilbeek	Knee	0498/26.36.19	roger.mesagh@hotmail.com
DE BRUYN	RITA	Enerki	1700	Dilbeek	Knee	0497/16.85.36	osteopathie@enerki.be

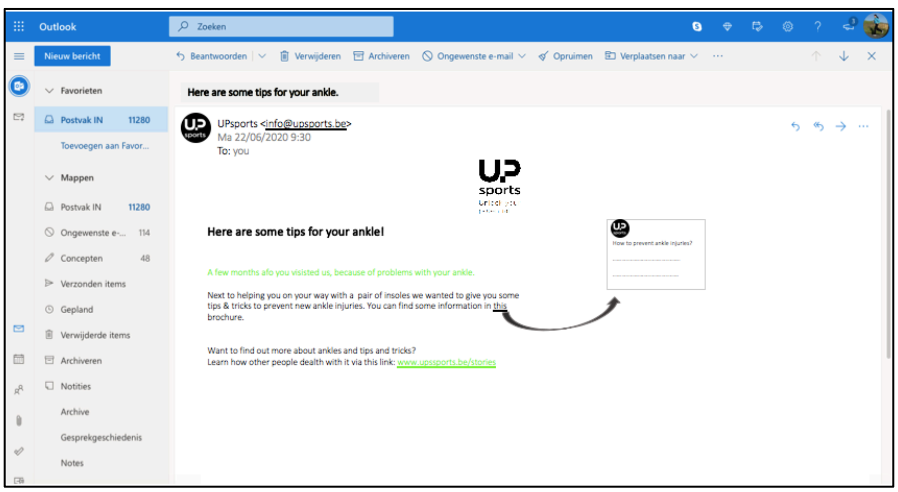


Figure 21: Database for CRM purpose and example of an automated e-mail.

- Immediately after their visit the customers get an **e-mail** ('Thank you for your visit') with a picture of them performing the screening, and some information on their purchase and visit. The picture can be shared via Instagram, Facebook or another channel by just clicking on one button. This process would again be automated by a program such as SendinBlue. Additionally, in the email a login will be provided to the custome r and it will be mentioned that the customer has access to his/her personal page on the digital platform on the website. Figure 22 gives an illustration of how this would look like.

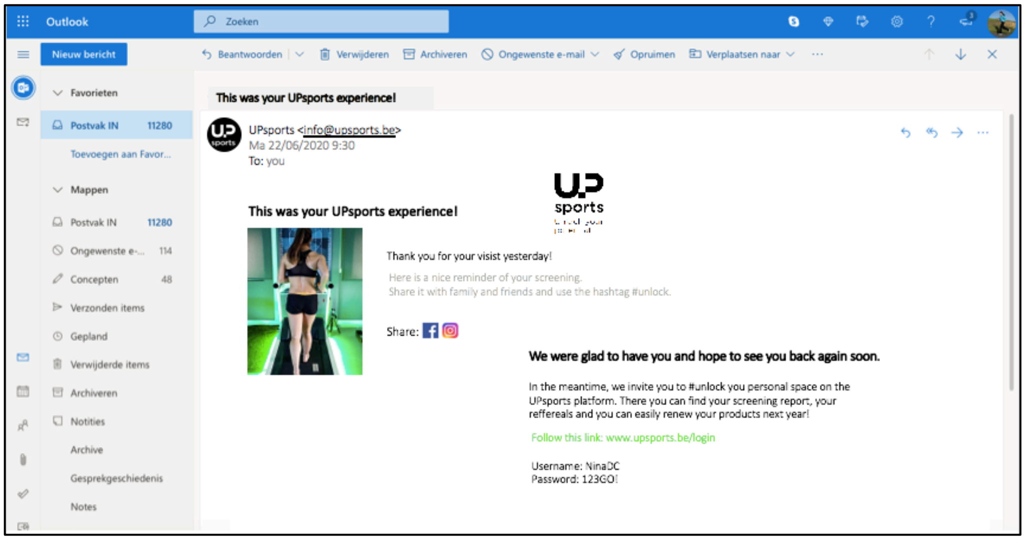


Figure 22: Illustration of what the 'thank you for your visit' e-mail would look like.

- The **digital platform** on the website will be accessible via a login that will be provided to them. An illustration of this login page is depicted in Figure 23. When logged in, the customer can consult his/her screening reports which will be uploaded on this platform. In addition, the customer can easily consult the products bought and renew them, as illustrated in Figure 24. In this personal space, the customer can also see how many people he/she already referred to UPsports. This will be explained in the next paragraph.

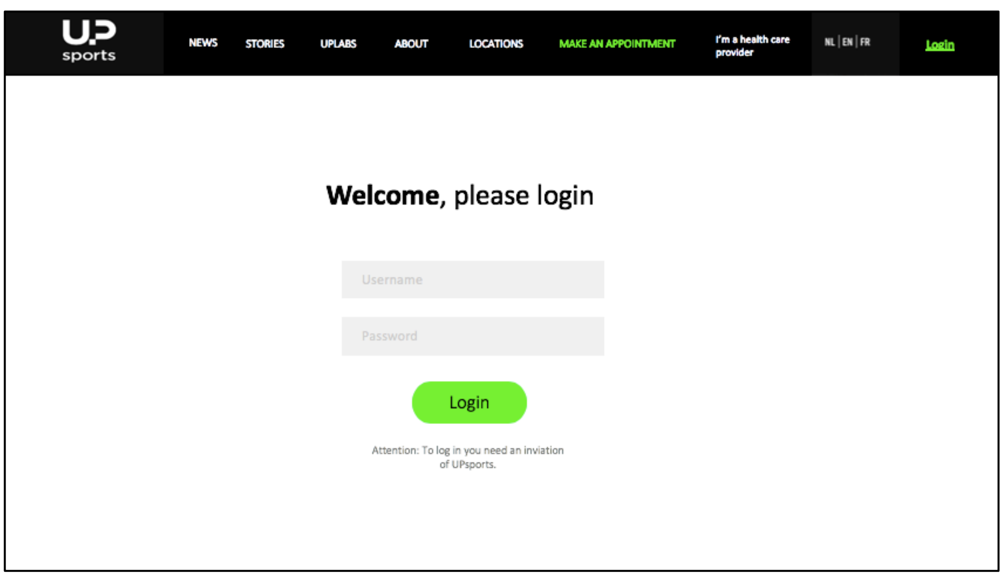


Figure 23: Login page.

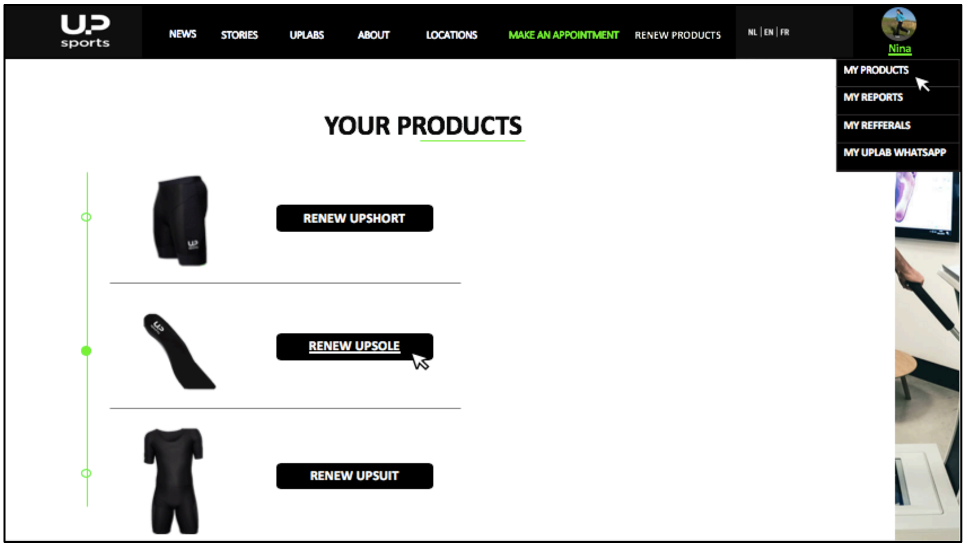


Figure 24: Illustration how the customer would be able to easily renew his/her products

- In order to stimulate word of mouth, **a referral program** will be used. The customer will get an e-mail after his/her visit to UPsports with a unique referral code (see Figure 25). With this code, friends or family of the customer can easily make an appointment on the website. After having referred 5 people to UPsports, the customer wins a sports activity of his/her choice. The referral program will be elaborated more in detail in section 12, marketing plan.

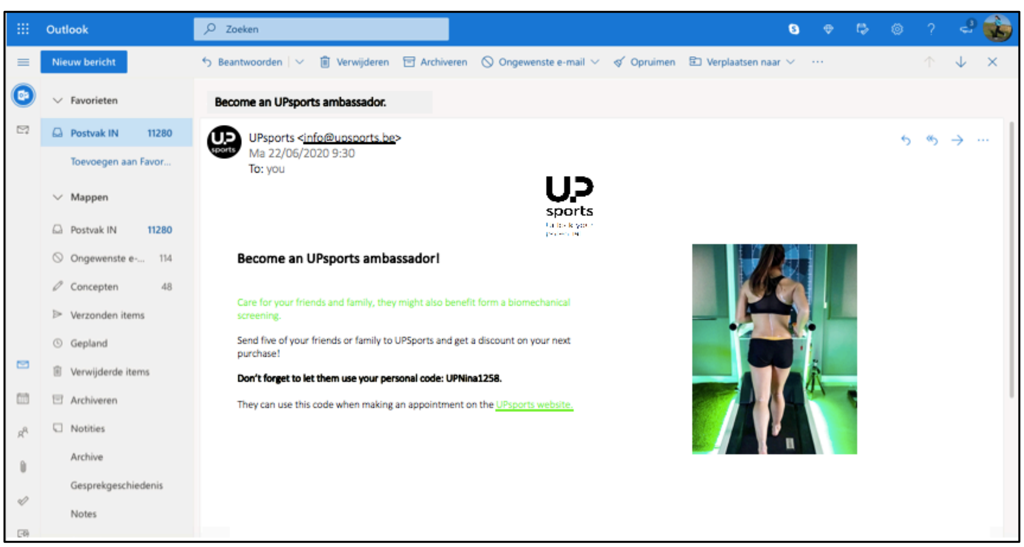


Figure 25: Illustration of what the e-mail with the unique referral code would look like.

- Customers are encouraged to reach out to the UPlab employees when in doubt or when having questions, this can be via **phone,** or via the **login on the digital platform**. More specifically, WhatsApp will be integrated in the digital platform, making it easy for the customer to reach out.

Besides it is easy for the employee to manage customer relations via one specific channel and thus this guarantees scalability. An illustration of how this would look like on the UPsports website is depicted in Figure 26.

Figure 26: Illustration of what the integrated Whatsapp chat would look like on the login page of the customer.

- After one year the customers will get a **reminder of their visit via e-mail** ('This was your UPsports experience'). Known as the status quo effect of nudging techniques, this simple reminder will enhance the retaining of customers. More specifically, in the e-mail the link with the digital platform will again be made; When following the link to the UPsports website and when logging in, the customer can easily order a new pair of insoles online.

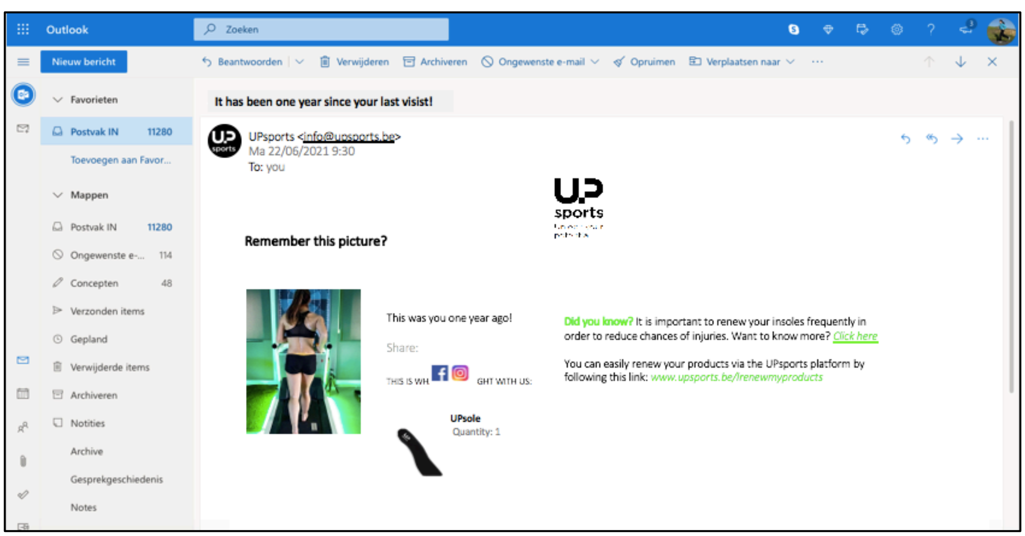


Figure 27: Illustration of what the reminder e-mail would look like.

In sum, the main tools for reassuring connectivity with the customers are the one face for one UPlab approach and the login on the website. This login will create a feeling of community, will be easily accessible and will contain the individual reports and referral options. The key resources of the customer relationship management approach are depicted in Figure 28.

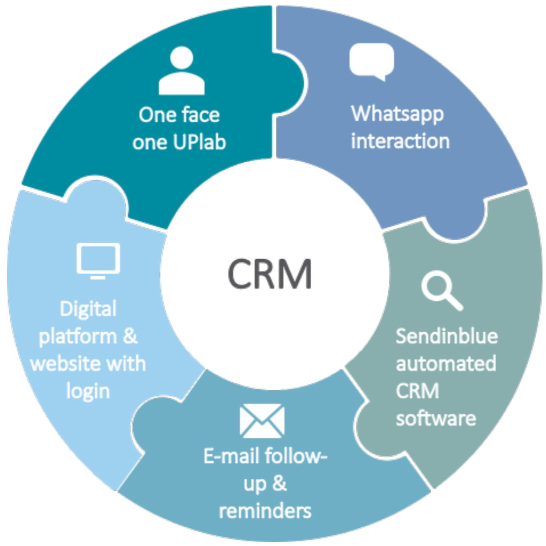


Figure 28: Overview of the most important customer relationship management tools.

11.4. Partners

In this part an answer will be formed on the following questions:

- What are the key partner segments?
- How to maintain partners in the network via connectivity?
- How to guarantee a sustainable model of selling UPline via medical partners?
- How to acquire medical partners?
- How many patients should a medical partner at a minimum refer to be lucrative?
- How to build loyal partnership relationships with strategic partners?

What are the key partner segments?

The key partner segments UPsports will focus on are the medical partners in their network. Based upon the personae from the first part of this report, the sceptic persona (Martijn Geers) and the all-rounder persona (Katrien Verschueren) will not be the main focus anymore as UPsports will focus on those medical partners with a similar passion for sports and biomechanical screenings.

The strategic partnerships will not be a key partner segment. The reason for this will be explained under the heading 'how to build loyal partnership relationships with strategic partners?'.

How to maintain medical partners in the network via connectivity?

Overall, when testing the business model, it became apparent that the medical partners are sensitive to education and learning. This was for example confirmed by David Bombeke and Lieven Maesschalck, two prominent figures in the sports world (Appendix B3: David Bombeke; Lieven Maesschalck). Therefore, maintaining partners will mainly focus on informing, educating and arousing interest.

The **one face per UPlab approach** will also be implemented for the medical partners. For the partners this entails that each UPlab employee is responsible for maintaining and managing the own network of partners within the 40km reach around the UPlab. Given that an average partner refers one patient every three weeks, assuming that one employee works 50% of his time on patients referred by partners and 50% of the time on patients coming directly to UPsports and considering the working hours of an employee, it can be calculated that 30 partners are necessary in the network of one employee in order to fill up the employee's screening time. As mentioned with the customers, the one face per UPlab, is something which has been implemented as a best practice with UPgrade estate as well (Appendix B3: Upgrade Estate). Also, Lieven Maesschalck has confirmed the importance of a personal relationship: "The most important factor of getting the trust of medical partners is the credibility or the face who is behind UPsports" (Appendix B3: Lieven Maesschalck). Additionally, the market research with the medical partners revealed this as well; The need for a personal connection with the people at UPsports was a primary need and was thus mentioned by all partner segments.

As partner management will become a key activity in the business model, connectivity must be ensured, and loyalty can be created by the three following:

- A first initiative would be that each month, every UPlab employee will invite a spread group of medical partners within his/her network of the 40km reach. This will be done in such a way that the medical partners invited are no direct competitors of each other. During this **partner evening**, they will have the opportunity to exchange ideas and to learn from each other. Also, UPsports will give some information on new developments in the field of biomechanical screening and on what exactly they do and plan to do in the future (new products, new parameters, etc.). This will be done in groups of maximum ten participants, so that the partners have the opportunity to come to a partner evening twice a year. As this is a partner network of one employee, this means a partner should organize a partner evening every two months. According to Upgrade Estate such moments are crucial as they not only bring people closer to each other, they also give you the opportunity to directly test how good you are doing and what can be done better in the future (Appendix B3: Upgrade Estate).
- In addition to the physical events, there will also be a **Whatsapp group** for each partner group within an employee's partner network. Partners are encouraged to reach out and to share interesting content. Figure 26 showed an illustration of what the integration of Whatsapp on the customer login page would look like. A similar integration can be obtained for the partners.
- A community for content sharing will be created via a **digital platform**. Only the partners in the partner network will have access to it on the website via a login code. This will stimulate loyalty and involvement or how Lieven Maesschalck put it "A user-friendly digital platform is necessary

to build a network of loyal medical partners. Everything should be centered around the physiotherapist, there should be an added value for them. It should be 'Lieven with UPsports' not 'UPSports with Lieven'" (Appendix B3: Lieven Maesschalck).

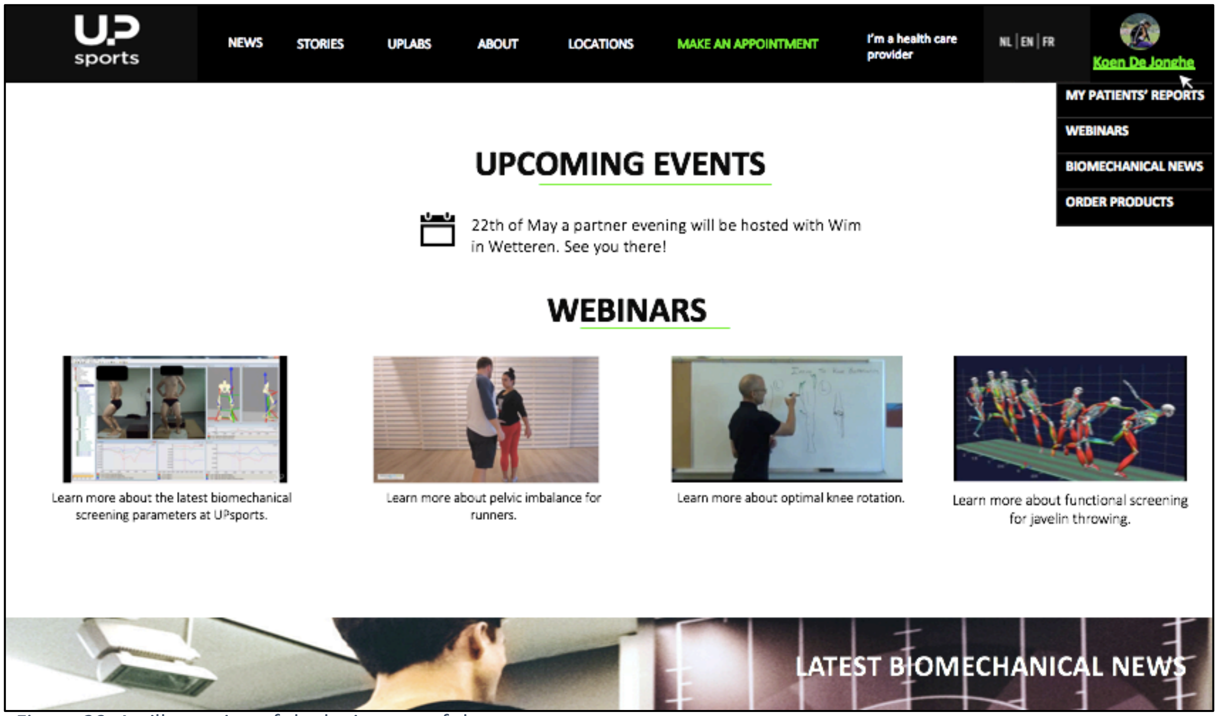


Figure 29: An illustration of the login page of the partners.

As can be seen in the visualization above (Figure 29) the login page will be a personal one. Just like when having an account on for example booking.com, the partner can consult his/her own information. More specifically, on the digital platform patient screening reports will be stored, latest news on biomechanical screening will be posted and webinars will be available which will be hosted by one of the UPlab employees. In addition, a loyal partner can order a suit for his/ her customer in this digital space and this will get delivered to their home address. This will be further elaborated on in the section below 'How to establish a sustainable model of selling UPline via medical partners'.

How to establish a sustainable model of selling UPline via medical partners?

In order to reward partners for their loyalty, it will be made optional to sell the UPshorts in the medical partners' practice. The choice for the UPshorts compared to the UPsuit was made because this product is more accessible than the latter, meaning that for the UPsuit an in-depth full body screening is recommended, whereas for the UPshorts a good biomechanical understanding and expertise is also adequate. The medical image and credibility of UPsports would become compromised if the UPsuit would be made available in the practices of the medical partners. In addition, **only the medical partners that have referred a minimum of 40 customers per year** to UPsports, collaborate closely with UPsports and have attended minimum one partner evening per year will be considered loyal and a biomechanical expert. They will be given the possibility to place an order for their customer in the digital platform via their login, while receiving a commission on this. The product will then be delivered at the home address of the customer. An illustration of what this would look like on the partner's login page is given below in Figure 30.

In a first stage this will be a 12% commission, translating in an extra income for the medical partners themselves of €510 per year if they register 1 UPshort per week. The commission can increase in a later phase to up to 18%, which increases yearly income to €767 (and even €1,150 when registering 1,5 UPshorts per week). However, in a first stage it is recommended to await the interest of the medical partners and the popularity of the loyalty system before **increasing the commission to 18%**. Additionally, as the word loyalty indicates, it is important that the medical partner maintains the minimum required loyalty level on a yearly basis. If this can no longer be guaranteed and thus the availability of the right biomechanical expertise and close collaboration with UPsports suffers, the medical partner loses the privilege to register customers for products while earning a commission. This is to prevent misuse of the system and to guarantee the medical image of UPsports centered around expertise.

Overall, the implementation of a **loyalty system** is justified because of three reasons.

- First, by not giving all partners in the network the option to place those orders, the system prevents cannibalizing the business model of UPsports as biomechanical expert. UPsports does **not want to profile themselves as commercia**l, they want to enable better biomechanical solutions for experts in the field. In addition, the professional legislation for physiotherapists indicates no explicit prohibition of performed trading activities. However, it is stated that "one must refrain from activities that could compromise professional independence or undermine credibility" (Appendix B3: Sven Gondry). Because the option is only given to those partners that have a firm medical belief in biomechanical screening and steering gear, it can be stated that this is avoided.
- Second, it encourages the medical partners to **join the connectivity model** and to refer more patients. This was confirmed by Lieven Maesschalck: "The physiotherapists would be eager to register patients for UPshorts if their patient could benefit from it, a commission can encourage this" (Appendix B3: Lieve Maesschalck).
- Third, the system works reinforcing, as the biomechanical experts will be inclined to keep on **regularly referring patients** to UPsports.

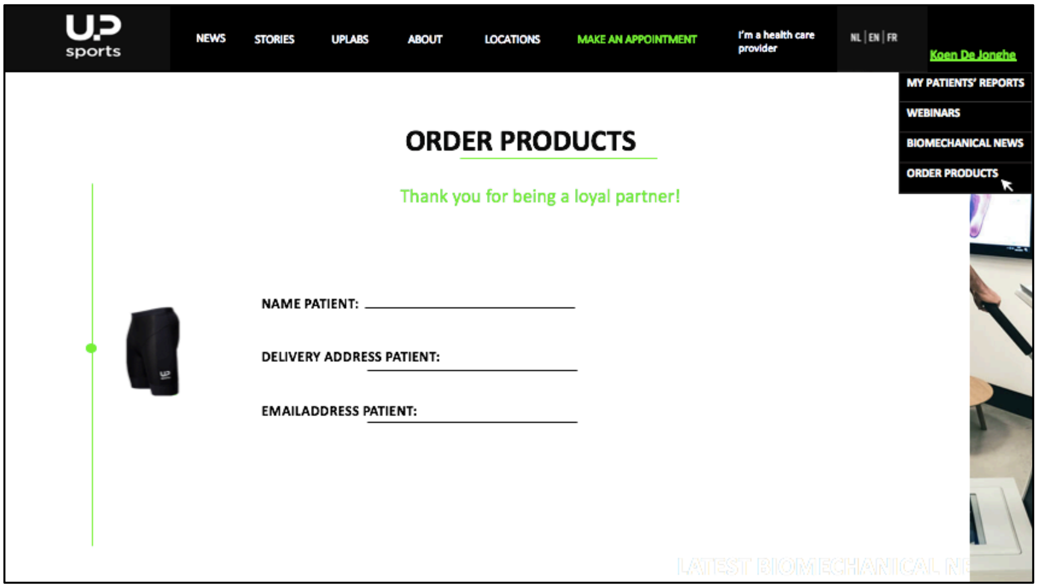


Figure 30: An illustration of what the order page would look like for the loyal partners.

How to acquire new medical partners?

Acquiring medical partners in the partner network will be mainly done by the use of an *active sales approach*. This active sales approach will be performed by UPlab employees in order to guarantee the personal connection and the expertise. The *sales* will be twofold.

- On the one hand, an UPlab employee will actively **visit practices of medical partners** within the 40km reach of their lab. On a tablet, information can be shown of the parameters that will be measured, and of the login code that can be obtained in order to join the community of partners. Folders with the website clearly on it, will be distributed as well.
- On the other hand, information sessions will be organized for interested partners on the UPlab locations. **A personal tour** will be provided in which the UPlab employees will explain all machinery and materials used, as well as the parameters measured.

As the sales efforts will decrease as employees establish their networks, it is assumed that every new employee will need seven hours in his/her first year and only four hours from the second year onwards. In addition, given that two full-time equivalents (FTE) work in a mature lab, translating in a network of **60 partners** (two times 30), at a conversion rate of 52% this indicates that 115 partner visits and 115 information sessions with potential partners need to be organized. That is, assuming that every visited partner will attend an information session (this will be offered as a package).

A second channel that will be used in order to acquire new medical partners will be via *marketing*. This will mainly happen via content interviews and content marketing in **medical press** and sports magazines, such as the Dutch sports medical magazine 'Sportgericht'.

A third channel that must be considered is the *acquisition of partners via the customers themselves*. Some customers will come directly, without consulting a medical partner first. It is than important to contact those potential partners, update them on the screenings done for the customer and informing them about UPsports and the possibility to join the community platform.

How many patients should a partner at a minimum refer to be lucrative?

In total, the cost to acquire partners will be €258.6 per partner. In order to cover this cost, one partner should refer two patients in the first year of the relationship with UPsports. In the future years of the relationship the cost of maintaining a partner is between €46 and €190 per partner (depending on the number of hubs), which corresponds to less than two patients per year that should be referred. In reality it is assumed a partner refers on average 17 patients per year, which is far above the number necessary to cover the acquisition and maintaining costs. Detailed calculations can be found in Appendix P.

How to build loyal partnership relationships with strategic partners?

As for the collaborations with strategic partners, it was decided to not invest in those at this stage. It should be noted, however, that the possibility for a two-way collaboration was tested with competitors such as Bakala. Unfortunately, as Bakala is part of the KU Leuven university, no such partnerships are allowed from their side. The reasons for not investing at this stage are given here; (Appendix B3: Bakala).

- First, as UPsports is relatively small at this stage, it lacks the decision power to really reap the benefits of such collaborations. This can be illustrated by past collaborations with for example EnergyLab, in which UPsports only delivered insoles. A large part of the UPsports expertise (the biomechanical screening) was done by Energylab.
- Second, as UPsports wants to position itself as an expert in the field, it should first focus on building this and guard over undermining this by uneven or unfortunate collaborations.
- Lastly, as the newly proposed business model already represents some deep changes, resources should first be focused on key medical partners and customer groups. The remark should be made that once UPsports succeeds in growing its business as recommended in this report, future partnerships can be interesting to consider. Yet, this should only become a possibility once UPsports has gained a certain decision power and expert position.

Figure 31: Overview of the most important partner relationship management tools.

Main takeaways:

- A 50-50% distribution of customers coming directly to UPsports and coming via a medical partner.
- 30 medical partners in an employee's network at maturity.
- 60 medical partners need to be acquired for a full mature UPlab runned by two employees.
- A partner is very lucrative when looking at the resources put into the relationship.

11.5. Employees

How is connectivity assured with the employees?

The one face one UPlab approach underlines the importance for a good managed UPlab network in which connectivity is assured between the UPlab employees. Again, lessons can be learned from Upgrade Estate, but it is also interesting to look at best practices of term hire companies that have a similar operating model as UPsports. Accent for example succeeds in connecting its 800 employees across 230 different locations by acknowledging success, hiring based on talent and attitude, organizing regular teambuilding's, and national training events. At UPsports, connectivity between the employees will be guaranteed with a mix of formal and informal activities:

- UPsports should hire employees that are eager to learn and have a deep interest and passion for sports and biomechanical screening. **Motivation is key**, as the onboarding will consist of a six-month training period in which certain skills and expertise can be learned.
- Newly hires are first assigned to a **trainings coach** that will be responsible for their onboarding and training for approximately six months. Both Accent as Upgrade Estate use this system in order to guarantee coaching, good follow-up and consistency. Nevertheless, it is recommended that the

trainee gains experience on the different UPlab locations during the six-month training period in order to get to know the colleagues and to become familiar with the different methods used.

- The employees will stay in touch with each other via a **Whatsapp group** in which they can share interesting cases, content and best practices.
- Every month best practices will be discussed and shared between the employees via a **lunch & learn event** that will take place in a central UPlab that is easily accessible for all. This can be by discussing interesting user cases, or employees can also prepare some interesting topics about which they learned (via a training or own interest).
- Some **informal activities** must be organized in order to ensure a good working atmosphere. Every year, the UPlab employees should attend a sport event themselves such as the 10 miles of Antwerp. Such activities boost the team spirit, while contributing to the sporty image of UPsports and employer branding. In addition, every once in a while, a restaurant visit will be organized with all UPlab employees.

11.6. Revenues

The revenue streams of the UPsports business model are threefold. First and foremost, the screenings in the UPlabs are the most important source of income. Second, as described above, loyal biomechanical expert partners will be given the option to earn a commission on the sales of UPsuits to their patients. The last source of income will be guaranteed through contracts with sports clubs. More detailed information can be found in section 13 and 15, covering the operational and financial plan.

11.7. Costs

The main costs of this business model are: the costs of goods sold, payroll expenses, marketing and sales costs and operating costs. Those costs will be discussed more in detail in section 15 and can be consulted in Appendix M.

12. Marketing plan

The marketing plan gives a general overview of the different marketing efforts that will be done over the next couple of years. Overall, given the importance of strong and durable relationships with the customer and medical partner, content marketing will be used.as it represents an ideal fit with the connectivity strategy explained in the business model. More specifically, content is created which is relevant to each stage in the buying cycle of the customer, as described in the literature review. The content will be highly focused on performance enhancement and prevention as the curative channel will be mainly attracted via partners.

In the marketing plan, a step-by-step approach is of crucial importance. That is, it considers the importance of investing the right resources into the right target groups at the right time. Therefore, the different relevant channels in the path to purchase of the customer and the partner were evaluated. This revealed that it does not seem feasible to invest in guest lectures in a first stage as those appear to be quite expensive (Appendix B3: Sportkinetics), and it seems more valuable to roll out UPsports own medical expertise in a first stage. In addition, although visibility could be created by organizing accredited trainings and by being present on education platforms, no accreditation via ProQkine, nor a webinar on the SmartEducation platform seems possible for the moment (Appendix B3: SmartEducation). However, again, in a first stage it is recommended that UPsports limits itself to their own platform, building credibility and a community by investing in content and medical evidence.

The goal of the marketing campaign is twofold.

- First, it will create traffic to the website. The website will be the central element in the communication; a place where the customer and the medical partner can find more, detailed information. That is, this part is aimed at improving the current lacking efforts in stage 'detailed information' of the path to purchase (see marketing and sales analysis).
- Second, awareness will be created about biomechanical screenings and the UPsports brand. That is, this part is aimed at improving the current lacking efforts in the stage 'need recognition' in the path to purchase (see marketing and sales analysis).

Note: *The calculations that support the decisions made in this part can be found in the excel file which accompanies this report.*

12.1. Marketing strategy

The overall marketing strategy of UPsports will focus on different target groups over the different years, changing the content of the campaign depending on the brand positioning of UPsports at that time. As was mentioned in section 11, business plan, three clear segments have been identified via the market research: the top athletes, fervent athletes and recreational sportsmen and women. Following best practices of Nike, the targeting will be from the higher-level athletes to the lower level athletes; from the running sports to more general sport types. This allows UPsports to expand their sports expertise gradually when targeting new sport types; UPsports should always guarantee the right medical expertise available before targeting a new sport group.

The marketing strategy is depicted in Figure 32 and will be determined by the content, targeted for the different customer segments, by its CAPEX and by its budget, largely determined on hub level.

Content

First, during the first two years, the focus will be on the **higher-level athletes in running sports** (such as ultrarunning, marathons, soccer, regular running). Second, the four years thereafter **recreational athletes in the same running sports and the more fervent cycling** sports will be added. Third, this will be followed by four years of targeted marketing on **recreational cycling sports and fervent athletes in ball sports**. This strategy determines the content of the marketing campaign and is depicted in the first part of Figure 32, 'content'. The choice for including the cycling sports market from year three onwards is justified because of three reasons.

- First, the cycling market is a very large market in Belgium, which keeps on gaining popularity (Mediaspecs, 2019).
- Second, in the cycling sports more awareness already exists about the importance of bike alignment. Thus, the need for a biomechanical screening is more present.
- Third, the average spending in the cycling sports is relatively high, as cycling is a more expensive sport. Top athletes will not be specifically targeted in the marketing plan as they will be acquired in a first phase before the kick-off of the marketing campaign.

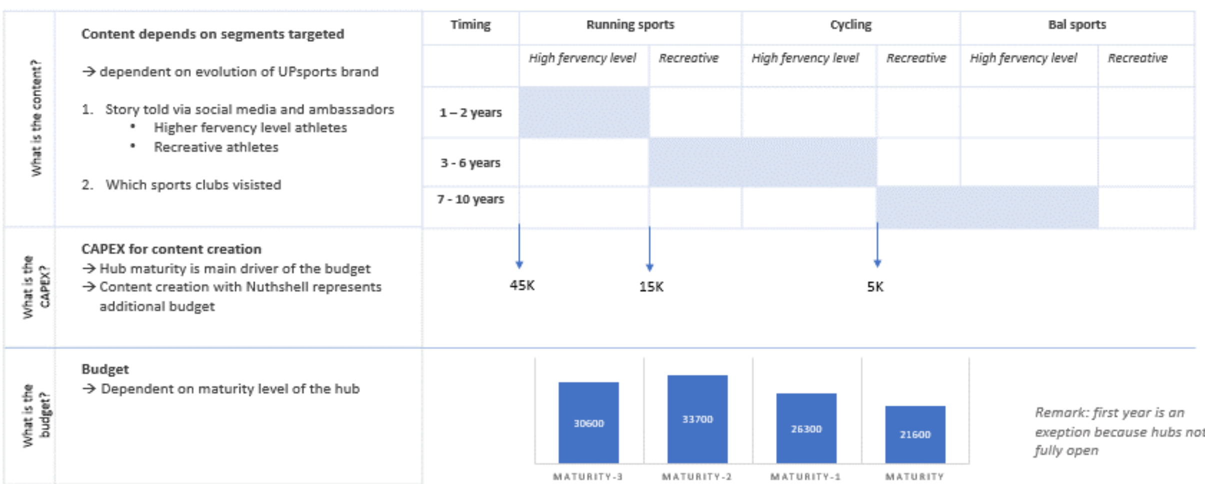


Figure 32: Marketing strategy: content marketing.

CAPEX

Additional investments will be made in content creation every time a new customer segments is targeted.

Budget

Additionally, independent from the phase in the marketing campaign and thus the group targeted, the budget will be largely determined on the UPlab level. This means that the efforts will decline over the years for one UPlab until maturity is reached. Then, the budget is held constant. However, as can be seen in the second part of Figure 32, 'budget', in the second year of a new UPlab the marketing budget is higher than the first year. This can be explained by the fact that in the first year, the hubs are not running at full potential. Thus, investing additional resources will probably not convert into effective realized screenings.

12.2. The look and feel of the website

The marketing and sales analysis in the first part of this report revealed that customers are more intended to leave the path to purchase if no clear, targeted information is available. In addition, in content marketing, the website is the central platform of owned media; Every other marketing effort will lead people to the site, by using relevant content that generates clicks and thus awareness (see section 12.4). Both arguments confirm the need for a good, extensive website that is highly accessible, creates a certain feel of biomechanical expertise and close connection and has a link with the social media efforts undertaken. The transformation of the website will be done in collaboration with Esign, a company with whom Vigo has already worked together for its website.

The following elements are crucial for the look and feel of the website:

- **Content on the website** such as latest news, case studies and the faces of UPsports will be clearly placed forward. The customer can find information on the employees of the UPlab in the 'about us' tab to understand the person behind the faces. Also, customer stories will enable people to recognize their profile, a need that became apparent in the market research in the first part of this report. Both are illustrated in Figure 33 & 34 below.

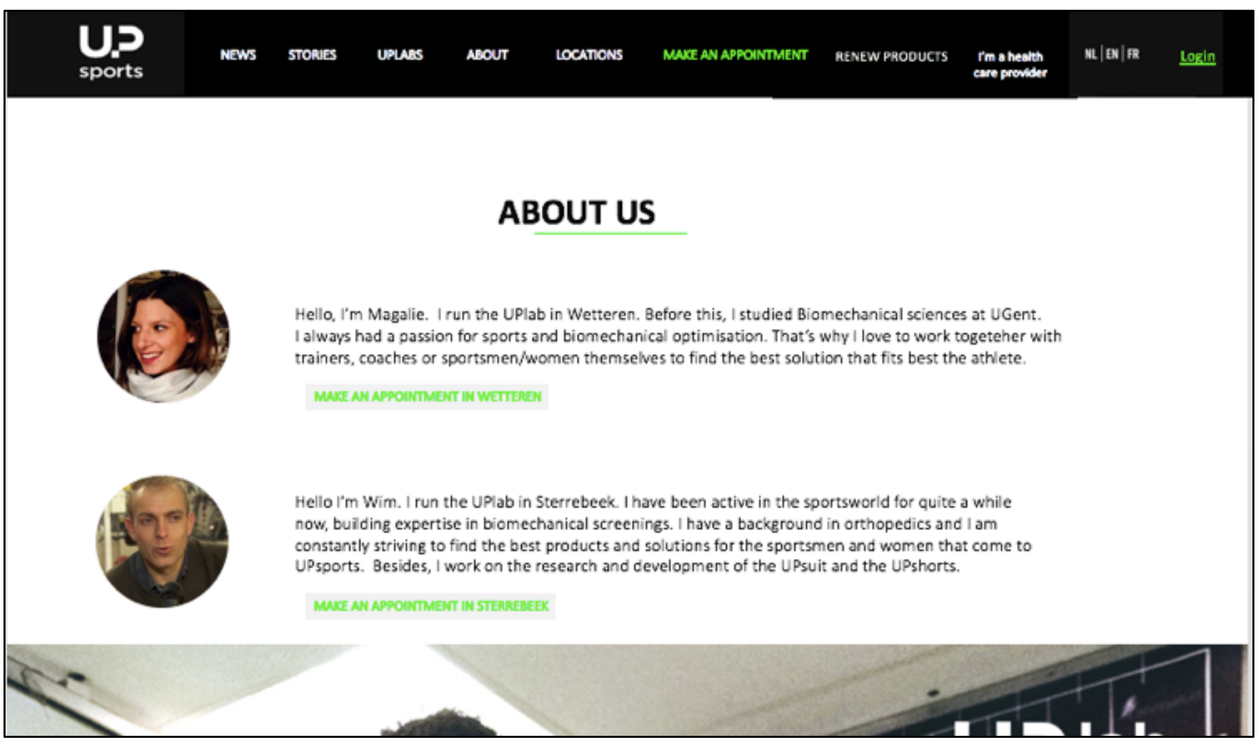


Figure 33: An illustration of the 'about us' page and the stories of customers.

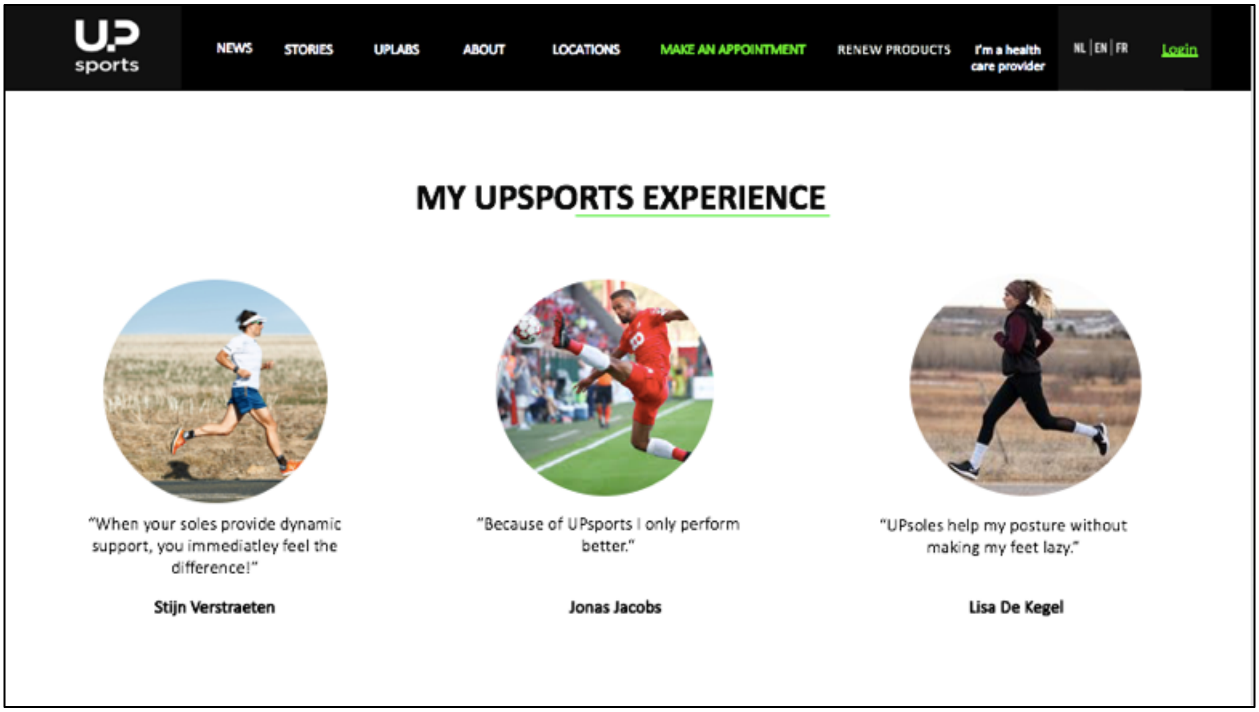


Figure 34: An illustration of the my UPsports experience page.

- On the website, some hurdles that prevent people from moving smoothly through the path to purchase will be out cancelled. That is, attention will be attracted to the **'make an appointment' and 'login'** that will be highlighted in green in the header of the website, as can be seen in the Figure 35 below. First, customers can easily click on 'make an appointment' in the header and click on the 'face' of preference to open the agenda of the UPlab employee. Second, as mentioned in the business model, the website will be equipped with a login system. The personal space will create a feeling of being part of a community.

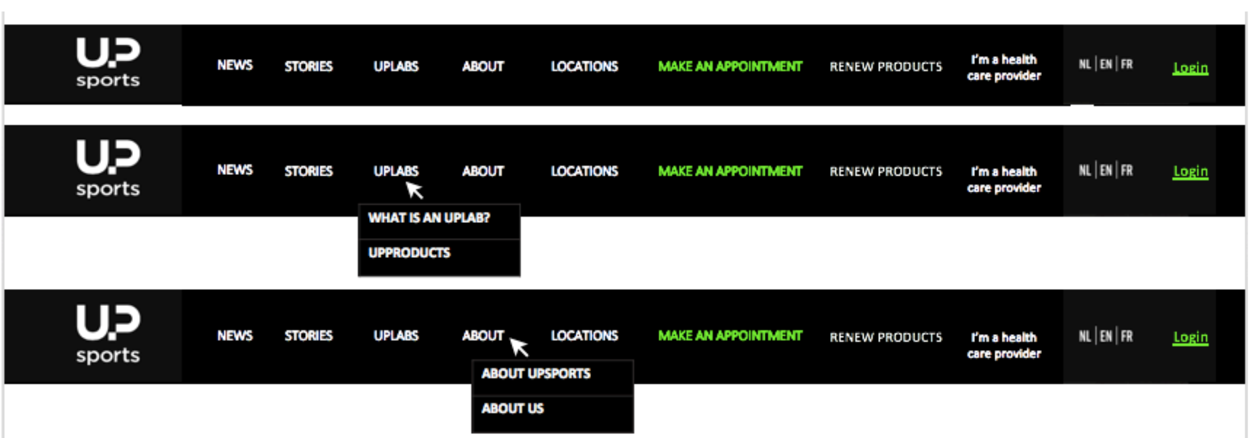


Figure 35: An illustration of what the header could look like on the new UPsports website.

- Information will be made available to the customer about what UPlab is and about **what to expect from a screening**. An illustration of this is depicted in Figure 36.

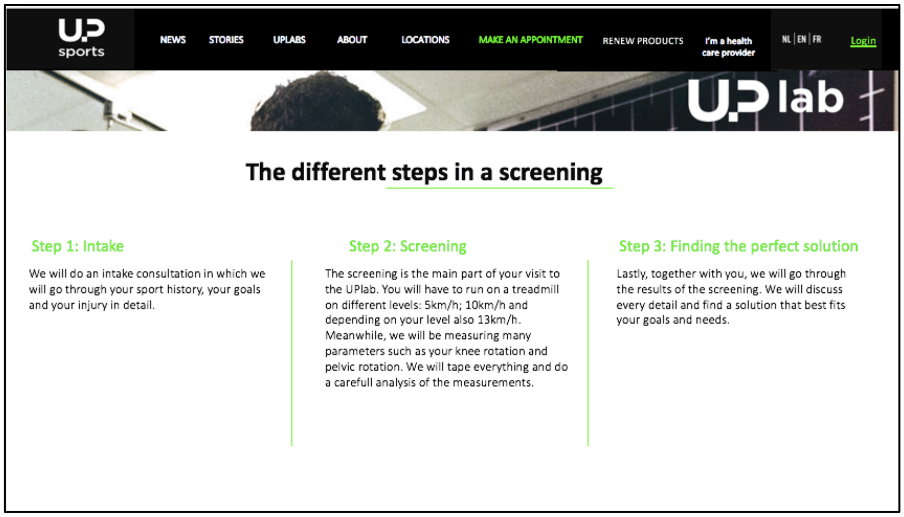


Figure 36: An illustration of the different steps in a screening.

- In order to **better target the information to the audience**, a difference should be made on the website between the customer and the medical partner. This can be by simply clicking on a tab on the website 'I'm a medical partner'.
- Lastly, as social media and online marketing will play a big role in the marketing campaign, a **landing page** should be created on the website which links the #unlock online campaign to the website.

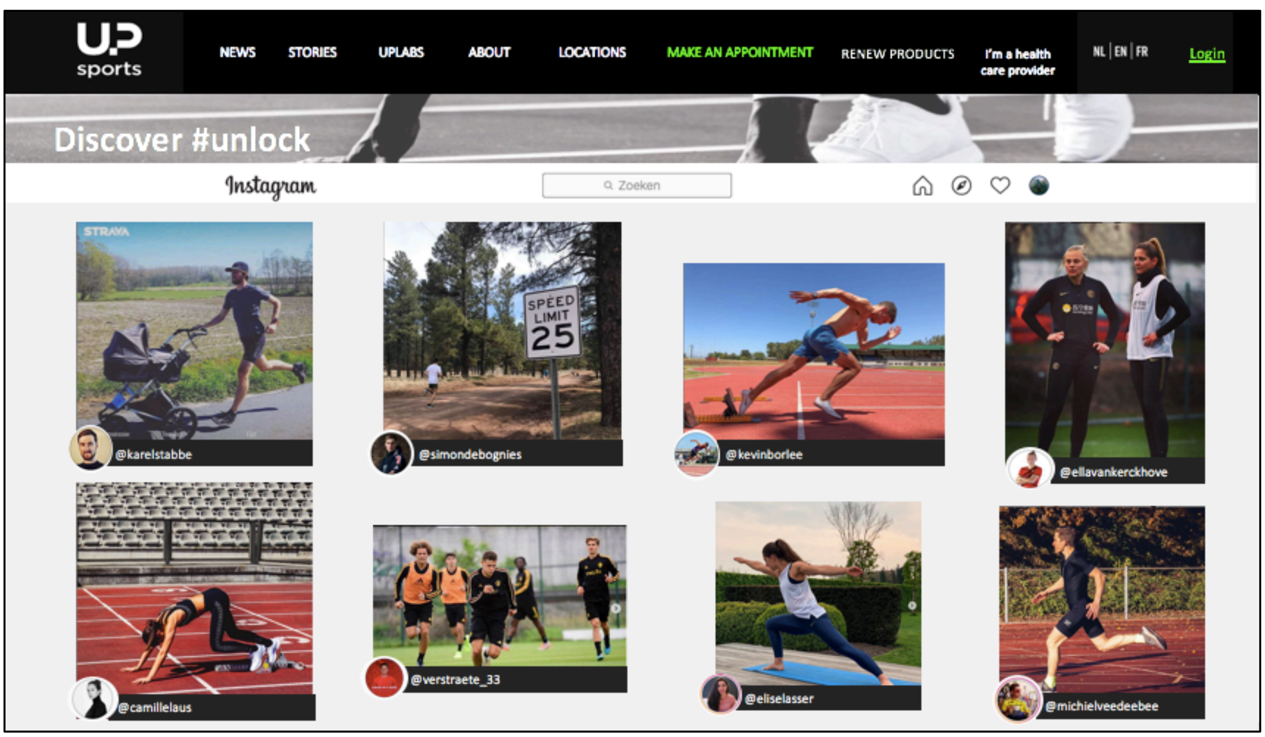


Figure 37: Illustration of how to better inform customers on what to expect and of the landing page on the website.

12.3. Creating awareness of the UPsports brand while generating traffic to the website

The second part of the marketing plan will discuss the two objectives of the marketing campaign: creating brand awareness while generating traffic to the website. As a description on how medical partners will be attracted was already given in the business model, this section will mainly focus on the customers.

12.3.1. The importance of ambassadors

Fitting the overall strategy of the marketing campaign to start from the higher-level athletes to the lower level athletes, ambassadors will be put in front of the brand awareness campaign. These ambassadors will carry forward the # of the campaign, '#unlock'. More specifically, this will be done with sub top athletes (micro influencers), who will create awareness with the more fervent athletes, and top athletes (macro influencers) who will generate awareness for both the higher-level athletes as the recreational athletes. In contrast to the social media and online marketing efforts in the form of ads, the ambassadors will thus stimulate overall awareness, not limited to the 40 km reach radius of the UPlabs.

Using ambassadors to create awareness is a justified tool in the marketing campaign because of three reasons.

- First, UPsports already has many satisfied top and sub top athletes in their customer base, claiming to come to UPsports for the content and the expertise. Making them authentic ambassadors is then a logical and small step.
- Second, ambassadors can create a nudge through social compliance. That is, people will easily take over the behavior of others, close to them and athletes are sensitive to the behavior of top athletes.
- Third, it was mentioned in the market research that people want to recognize their profile in UPsports. A good mix of ambassadors representing different sports such as runners, ultra-runners, soccer players will therefore be of vital importance. Additionally, the benefit of making ambassadors the enablers of the campaign is confirmed through interviews such as with Olaf Spahl, the top sport director of BOIC, who mentioned that "... authentic ambassadors are one of the most effective ways of marketing" (Appendix B3: Olaf Spahl).

More practical, from the first year on, thirteen ambassadors will be contracted for two years of which 4 top athletes and 7 sub top athletes. Within the two-year contract, new ambassadors will be attracted (or the current contracts will be extended). In this way, a continuous level of ambassadors can be maintained. This is because in the beginning the ambassadors are crucial for generating awareness. In a later phase, as UPsports has grown into a larger company, it is important to maintain those efforts to support the further growth and conversion of the leads created.

The choice for Instagram was made, as this is the main channel the ambassadors are active on. An example of what those posts could look like is illustrated in Figure 38. An overview of the costs and posts of the ambassadors is described in Table 14.

Table 14: Overview of the costs of the ambassadors. The costs are calculated as 'revenues missed', so the selling prices are used (not purchasing prices nor employee hours for services)

Costs: Ambassadors		
	Sub top athlete ambassador	**Top athlete ambassador**
Products offered		
Number of screenings	12	25
Number of insoles	2	5
Number of UPshorts	1	1
Number of UPsuits	2	5
Additional pay	€ 4,000	
Cost per ambassador	€7,136	€1,438
Total cost ambassador campaign	€38,600	
Posts in return		
Instagram posts	12	
Instagram stories	24	

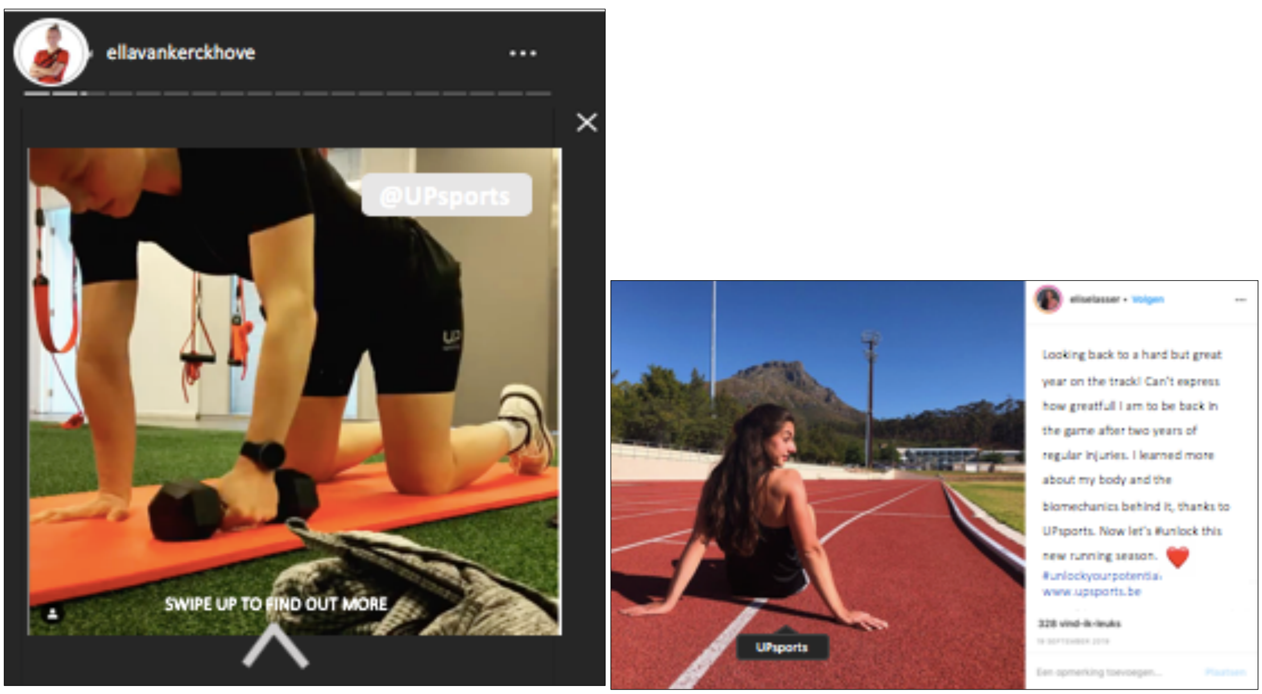


Figure 38: Illustration of how Instagram posts and stories of the UPsports ambassadors woul look like.

12.3.2. Social media and online marketing

In all phases of the marketing campaign, social media will play an important role. Next to the already described ambassadors promoting UPsports, targeted ads will be used in order to sensitize (and eventually attract) the customer. As the social media ads will create leads to the website, this needs to be made as easy as possible, by simply clicking on the ad. An illustration of how this could look like can be found in Figure 38A. However, in contrast to the ambassador, the targeted ads will be focused on a 40km reach around an UPlab in order to focus efforts and increase the effectiveness of the campaign.

The content of the ads is highly important and will depend on the marketing phase and thus the customer group targeted. Yet, overall, the online marketing campaign should create the feeling with the customers that UPsports is the expert in biomechanical screenings, on the other hand it should play on the effectiveness of the UPsports solution as not much customers are yet convinced of the added value of a biomechanical screening. User cases can be a low hanging fruit. First, the need to recognize one's own profile has been mentioned during the market research. Second, research indicates user-cases overall have the highest completion rates and are thus most valuable (Nielsen, 2012). In a first phase, however, more emphasis can be put on performance enhancement, as higher-level sportsmen are more interested in this.

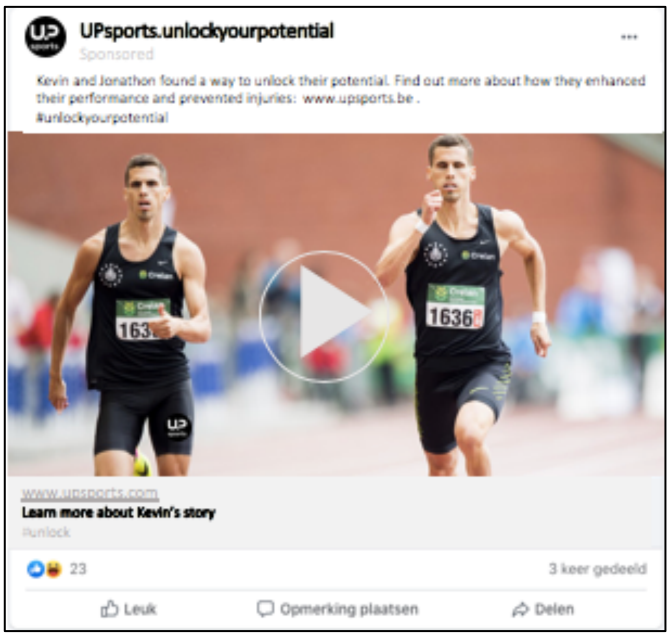


Figure 39A: An illustration of what UPsports social media ads could look like.

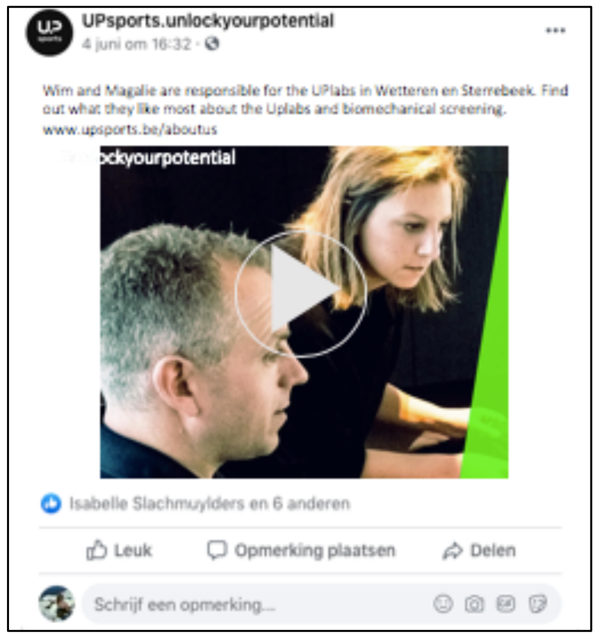


Figure 39B: An illustration of what UPsports social media posts could look like.

In addition to the targeted ads, regular social media posts on existing social media platforms will be used in order to create a closer interaction and connection with the current customers. An illustration of this can be found in Figure 39B. Customers are kept informed about existing (or new) products, new locations, updates, etc. For example, the opening of a new location needs to be clearly communicated and can represent an interactive moment with the customer ('who can guess what the new location will be?'/ teaser). The overall content creation (e-books, video's, etc.) and timing of the marketing campaign, should be supported by an agency such as Nutshell. Nutshell is a small company specialized in content marketing and located in Ghent. The choice for Nutshell compared to Esign was made because of two reasons. Overall, a long-term vision is necessary in order to understand the benefits of this collaboration. First, although the investment would be higher with Nutshell, a large investment in marketing is necessary in order to attract customers to UPsports. That is, Nutshell, as a specialist in content marketing, will be better able to provide the right content to do so. Second, the content that will be created is a long-term investment that can be used and will pay off in the long-term.

12.3.3. Stimulating word of mouth

Nielsen indicates that 92% of customers trusts recommendations of friends and family above any advertising (2012), yet the marketing and sales analysis in the first part revealed that currently no efforts are undertaken to stimulate this. As for the moment many customers (40% of customers in Sterrebeek) already get referred by other people, encouraging word of mouth can be a powerful tool for UPsports to attract new customers. UPsports should amplify or stimulate this by making use of a referral program, as was introduced in the business model. The customer will get a referral code in their inbox that they can send to family and friends. When a minimum of five people plans an appointment on the website using the code, the customer has saved up a full battery and can choose a fun sports activity to go to. This is illustrated in Figure 40. Such a reward program is implemented by many companies, such as Airbnb, and is an easy, quick and credible way of spreading word of mouth (Big Commerce, 2020; Impact, 2018). In the business plan it is assumed that over time 50% of customers will be attracted through word of mouth and that 1% of the yearly customers per hub will refer family and friends.

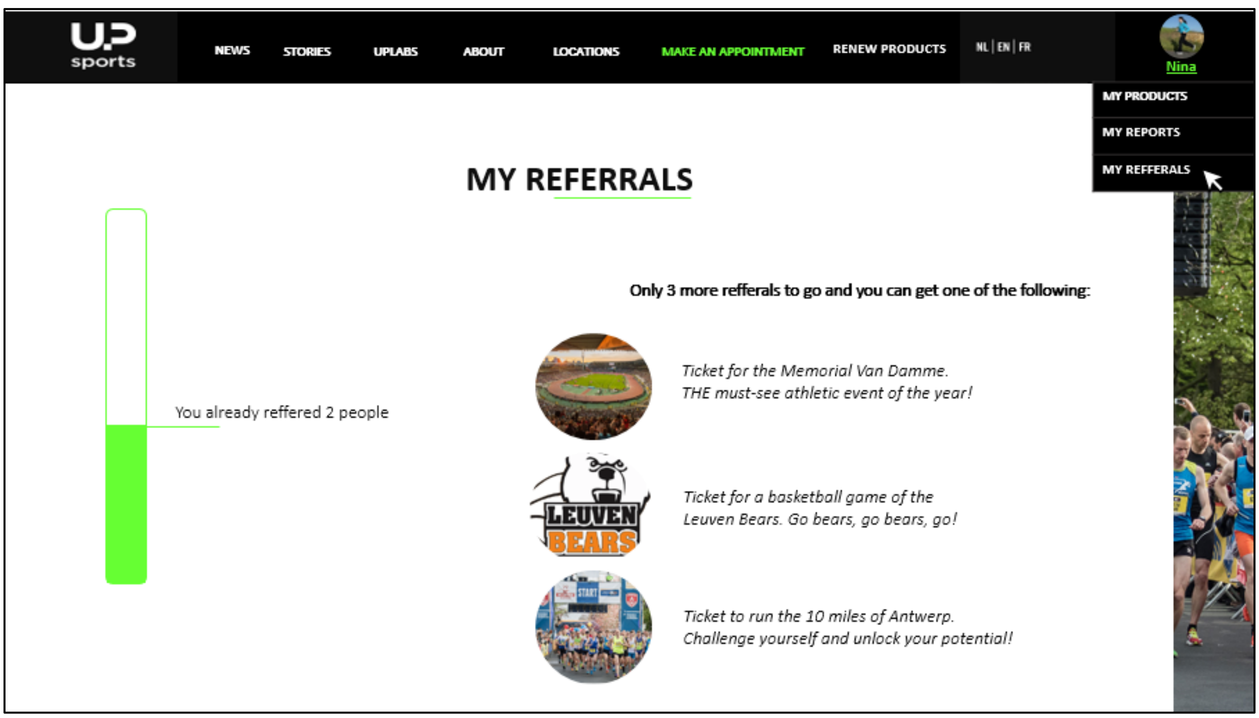


Figure 40: An illustration of the referral program.

12.3.4. Being physical present in sport clubs

In order to increase the credibility of UPsports as a biomechanical expert, part of the marketing campaign will consist of physical presence at sports clubs. Such visits to sport clubs should be done by the UPlab employee in his/her 40km reach area. In this way customers will meet the 'faces' of the lab in person, thus creating a first connection with the athlete. Following the previous mentioned marketing strategy of using a top-down approach, the sports club visited will differ over the year depending on the sports group targeted and the fervency level targeted. The efforts of visiting sport clubs will be highly concentrated in the first two years after a new UPlab is opened. More specifically, before maturity of the UPlab is reached, the employees should visit eight sport clubs: five in the first year and three in the second year.

The workshop itself must be personal, interesting, fun while the sportsmen/women get treated as a true athlete. Such a workshop will consist of two general parts.

- First, the main part; Informing about the importance of insights in your own body, explaining about screenings in order to prevent injuries or enhance performance, a demo on how the biomechanical screening is done, discussion of the results. This creates curiosity with potential customers, while at the same time enhancing the credibility of UPsports as a medical expert.
- Second, a more informal part will consist of drinks and snacks afterwards in order to talk with trainers, coaches and their athletes. This will enable to enlarge one's own network in the sports world.

12.4. Partner marketing

The general strategy for the medical partners will be to focus on the medical partner with a biomechanical belief. Attracting the medical partners to UPsports will be mainly done via an active sales approach and marketing efforts as was discussed in the business model. In that sense the marketing strategy for partners will be less intensive as for the customers. Here it is more about positioning UPsports as the expert in its domain.

12.5. Pre-phase 2020

In order to kick-start this campaign, a preface is necessary in 2020.

- That is, first good communication on the UPsports brand towards current customers and partners is necessary. Although those efforts were already done by UPsports, it was noticed that not all customers really understood what the change of name really entailed.
- Second, the website has to be changed in order to support the marketing campaign and the latter use of the platform by the medical partners and customers. As many customers are likely to be attracted to the site and the website will be the central element all other paths lead to, it is of vital importance that this is on point before the actual start of the campaign.
- Third, a SendingBlue CRM software needs to be installed, that enables automated emailing. The automated mailing can be done before the customer visits UPsports (when registering for an appointment), shortly after the customer visited UPsports (picture of the visit with the login code, extra information on the injury, referral code) and one year after their visit (reminder to timely renew their products). Those efforts are part of the lead nurturing of customers and will enhance retaining.
- Fourth, ambassadors should be acquired. As every two years contracts are renewed, this will be a recurring effort in order to guarantee a constant level of thirteen ambassadors.
- Fifth, folders with the website made highly visible will have to be printed for every hub. These can be used when visiting potential partners and thus this effort will recur every year.

12.6. Cost-Benefit analysis of marketing channels

The **effectiveness of the marketing efforts** and the distribution of efforts across the different channels in order to reach customers is illustrated in Figure 41. More specifically, for a mature UPlab, 2,060 customers per year should be attracted. These customers are reached via different channels; 50% via partners, 20% via social media and 30% via word of mouth. The latter includes proactively creating awareness in sports clubs, attracting customers through the referral program & ambassadors and organic word of mouth. Of course, all channels reinforce each other and have a certain overlap.

For each channel the costs, the number of customers attracted and the corresponding cost per customer are calculated. For all channels everything is calculated per year at maturity, except for the sports clubs and the medical partners. These two channels have accumulated efforts before maturity and stop at maturity. For those two channels the cost represents the accumulated cost before maturity. The number of customers on the other hand do represent the number of customers per year, not the accumulated number of customers.

As can be seen in the figure below the **social media and ambassador channel** have the highest cost per customer acquired. Yet, there is chosen to attract respectively 20% and 50% via those channels. This because of several reasons:

- Those channels have a large scope, reaching many people. Yet, the scope of customers reached with visits to sports clubs and word of mouth is rather limited.
- These channels support the brand awareness campaign, whereas the other channels clearly do this to a lesser extent.
- Those are the most effective channels through which the big audience target can be reached.
- Social media and ambassadors allow for image building on the long term.

The train of thought can be consulted in Appendix N for all marketing channels, explaining the numbers given in Figure 41.

HUB LEVEL

	€/ year * Accumulated costs	# customers / year per hub	€/ customer acquired
Sport clubs	€ 1,217*	26	€ 9.5
Referral program	€ 618	103	€ 6
Ambassadors	N.A	81	€ 47.8
Organic word of mouth	€ 0	387	€ 0
Social media ads	€20,600	412	€ 50
Medical partners	€ 15,522*	1030	€ 15.07

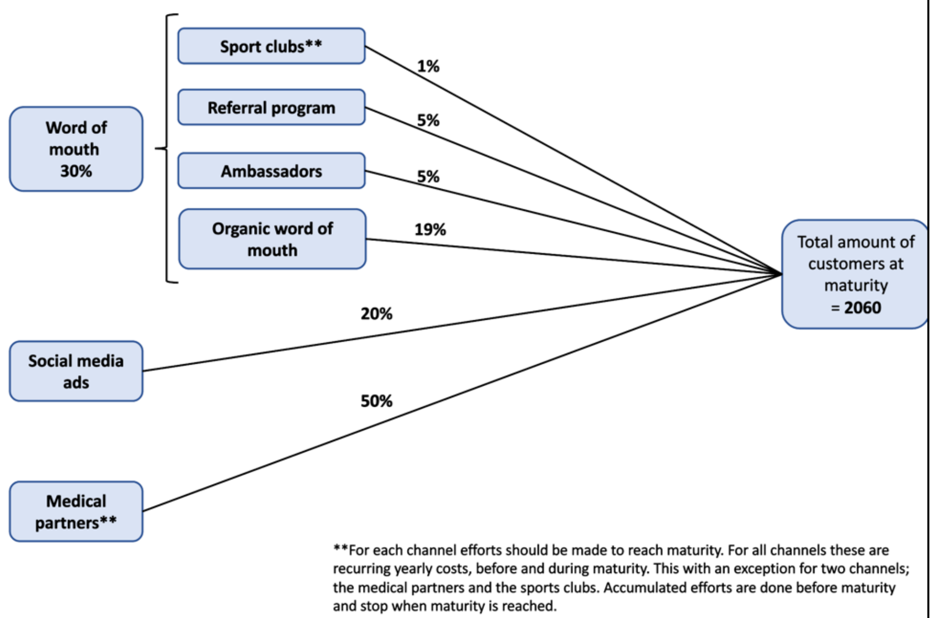


Figure 41: Cost benefit analysis of marketing channels.

13. Operational plan

A list of all assumptions for the business plan is summarized in the Appendix J per part. In the report itself, the main assumptions, the train of thought and the results are presented.

Note: *The calculations that support the decisions made in this part can be found in the excel file which accompanies this report.*

13.1. Overall assumptions

- All prices are **exclusive BTW** in the business plan.
- The organization of UPlabs and UPline at the medical partners are considered on hub level, while the contracts with soccer clubs on 'UPsports' level.
- Ambassadors receiving products and service for free, are calculated as revenue and later subtracted as a marketing & sales cost.
- It is assumed that sports club members (also include the Olympic running team) are coming towards UPlab themselves at normal prices and are therefore calculated under the revenues of UPlab (the first revenue stream). This with an exception from soccer clubs as they have a more explicit demand for screenings on location and are willing to spend money. The label **'under contract' refers to only soccer clubs** engaging for a similar contract as the one with Anderlecht nowadays.
- It is assumed that the **product mix is held** constant over the years, although this will vary in reality. Therefore, the effect of a change in the product mix is discussed in the scenario analysis.
- The assumptions about **UPline at medical partners are rather uncertain** as the UPline is never been sold before at medical partners. This revenue stream should be introduced, tested and the beforementioned assumptions should be revised. Therefore, variation on these assumptions will be mapped in the scenario analysis.
- To develop the growth plan, an operational perspective rather than a marketing perspective is taken. How fast internal growth can be obtained is taken as a starting point and based on this growth rate there is questioned and realized how to capture the necessary market. A **bottom-up approach** is applied.

13.2. Organization of the first revenue stream: UPlabs

The organization of the UPlabs is divided into four questions covering the whole operational aspect of an UPlab of the future. Before answering the four research questions, some general input is given that the reader should keep in mind during this section.

- 5 groups of products/services each with fixed percentage in the <u>product mix per customer</u> are introduced: Screenings (100%), UPsoles (150%), UPshorts (10%), UPsuits (5%) and other (3%). The product mix is assumed to be held constant over the year.
- <u>Average duration of one customer in UPlab: 103 min.</u> In the average duration of one customer including both the 3 meetings of a screening routine and the time spent on the administration of the customer (10 minutes for finalizing report, contacting medical partner). For the screening during meeting one, a fixed percentage is taken of PDG1, PDG2, PDG3 and a consultation without screening. It is assumed that in the future 85% of the customers will be helped with insoles and return for a second meeting, and that 50% of the customers doing a screening will return for a follow-up a few weeks later.

- Average spending per customer in UPlab: €269.69. This number is calculated based on the fixed product mix of the five categories and the corresponding prices.
- Number of years before a customer returns on average: 4.82 years. This number is calculated using a weighted average of three customer groups: 85% of the customers are helped with insoles and return on average every 1.5 years, 3% of the customers are top athletes visiting UPsports every 4 months and 12% of the customers are visiting UPsports for 'insights in their own body' like they are visiting Bakala, Mensana, etc. From the latter group, a large share only comes once in a lifetime, while a smaller share returns on regular base every 5 years. The percentages are based on how UPsports should look in a few years, not on the current reality.

Question 1: How should one hub at maturity be organized in order to maximize the capacity?

A hub at maturity includes one UPlab with two FTE's working each a full time 40 hours week. The opening hours of one mature hub are represented below in Figure 42.

	8h - 12h	12h-13h	13h-19h	19h - 21h	Working hours
Monday					11
Tuesday					13
Wednesday					11
Thursday					13
Friday					11
Saturday	9h		17h		8
Sunday					0
Total hours					67

Figure 42: Opening hours.

It is the intention that at maturity employees work full time with the customers (including administration, intake conversation, screening itself). This would result in 2,060 customers, while if there would be no overlap, 67 hours would be worked and only 1,700 customers could be served on yearly base (see figure 43). This all given that there is a 40-hour working week, a full-time equivalent of 44.2 working weeks (holidays subtracted), it takes 103 minutes per customer and there are two employees working a hub.

FTE	work hours	# cust/week	# cust/year	hours of overlap
1	40	23,3	1029,9	-27
1,675	67	39,0	1725,1	0
2	80	46,6	2059,8	13
3	120	69,9	3089,7	53
2	80	46,60	2059,81	13

Figure 43: Occupation of an UPlab.

There is chosen to operate with 2FTE per hub and to work 13 hours per week in a parallel way. Subsequently, the UPlab will be divided in three rooms. The first two rooms are the offices of the two employees working there, the third room is the screening room itself with the necessary equipment available. The thirteen overlapping hours will be managed rather strictly with the intention to use the screening lab with two employees at the same time. Making it is possible that one employee does an intake conversation with a customer while the other employee is doing a screening in the lab and the other way around. In these thirteen hours some administration can be booked in, to create a smooth flow around the screening room. Although from an operational point of view sharing the screening room is beneficial, the chances on delay increase which could reduce the customers and employee's satisfaction. Therefore, this overlap is minimized to only 13 hours.

Such a hub as described above will be the goal for every location of UPsports. Therefore, this model will be repeated in all future locations, making it a repeatable hub. It will be possible to have a single hub on a certain location or a double hub by doubling the repeatable hub at one location.

Main takeaways:

- 2060 customers per hub per year at maturity
- 7.7 repeatable units necessary to cover Flanders
- 2 FTE per hub maturity

As was determined in the market sizing, the Flemish market (the serviceable obtainable market) is 76,600 and the customers come back each 4.82 years. This results in a yearly market of 15,980 customers, implying 7-8 repeatable hubs can capture the entire market of Flanders.

Question 2: How long does it take for one hub to reach maturity?

One major assumption is made in order to answer this question: For the calculation of the different maturity levels of a hub, expressed in % of customers, the number of hours the employees are working on screenings is the starting point to define the number of customers. The approach is thus based on an operational starting point, rather than a market demand point of view. Yet, there is assured that there is enough marketing and sales to attract the assumed number of customers.

		6 months before opening	0 - 6 months	6 - 12 months	12 - 18 months	18 - 24 months	24 - 30 months	30 - 36 months
Employee 1	% of time executing screenings	Training	80%	85%	90%		100%	
	hours per week executing screenings		32	34	36		40	
	hours per week acquiring partners		8	6	4		0	
	Number of customers per week		18,6	19,8	21,0		23,3	
Employee 2	% of time executing screenings		Training	82,50%		90%		100%
	hours per week executing screenings			33		36		40
	hours per week acquiring partners			7		4		0
	Number of customers per week			19,22330097		20,97087379		23,3
The hub in total	Number of customers per week in hub		18,6	39,0	40,2	41,9	44,3	46,6
	% of maturity (in % of customers)		40%	84%	86%	90%	95%	100%
	Screening hours per week		32	67	69	72	76	80
	Years		Year 0	Year 1	Year 1	Year 2	Year 2	Year 3
	Average level of maturity over the year		62%		88%		97,5%	

Opening hub

Second half of year 1: full opening hours --> 67h

First half of year 1: We (8-19h), Thu (8-21h), Sa (9-17h) --> 32h

Second half of year 3: reach maturity

Year 4: full maturity

Figure 44: One hub reaching maturity.

In a mature hub there are two employees. They do not start at the same time as there is limited demand at the opening of a new hub. The six months before opening a new hub, the first employee is trained. The second employee will be trained during the first six months of the opening of the hub. As mentioned above, each employee works 40 hours a week. In the first year on average seven hours per week and in the second year on average four hours will not be devoted in doing screenings. This time will be used for both visiting sports clubs and medical partners in their own practice, and letting partners visit the UPlab for an in-depth explanation, as explained in the business model section. In the first half year of a new hub, the hub is open 32 hours; Wednesday from 8 AM to 21 PM, Thursday from 8 AM to 19PM and Saturday from 9AM to 17PM as can be seen in Figure 42, because these are the best opening hours for the customers.

Based on the average duration of one customer, it is calculated how much customers can come on a weekly basis to the UPlab for the three years before reaching maturity, represented in Figure 40. With this system on average 62% of the customers of a hub at maturity can be served in year 1. In year 2 this will increase to 88% and in year 3 this will be on average 97.5%, because in the second half of year 3 maturity is reached.

The training of six months includes building an own network because at maturity there should be a network of 30 partners for each employee. As each employee does not work full-time on screenings the first year, only 24 partners are necessary in the initial network. Therefore, the KPI of the six months training should be 24 partners in the network, which can be challenging and for this reason it is important that the manager helps building this network before the opening of the hub.

Some remarks should be made regarding the costs and revenues <u>on hub level</u>:

- The Cost of Goods Sold (COGS) and the revenues are proportional to the percentage of the customers.
- The remuneration costs on hub level are two-fold. First, the employee costs are proportional to the number of FTE. In the first year this is 75% of the FTE, because the second employee only starts at the second part of the year, implying 1.5 FTE per year instead of 2FTE. From then on it is 100% of the 2FTE.
- The operational costs are 100% as soon as the hub opens.
- The marketing and sales costs decrease when reaching maturity, with the exception of the first year because there are a limited number of customers necessary in that year. The marketing costs are calculated based on the necessary number of customers to attract via each channel and are respectively 100%, 122%, 156% and 142% at maturity, maturity –1, maturity –2 and maturity –3, as can be seen on the P&L on hub level.

Main takeaways:

- Maturity of hub reached in second half of year 3
- Year 1= 62%, year 2= 88%, year 3= 97.5%
- One employee trained half year before opening
- Second employee trained first half year of opening of the hub

Question 3: Given a 40 km radius, where should UPsports' hubs be positioned and what would be the ideal size in order to serve the capture area?

There is chosen to apply an ambitious but realistic growth plan of one extra hub per year, a hub being a repeatable unit of 2 FTE, serving 2,060 customers when operating at maturity (100%). Which locations should be chosen is discussed in this section. It is assumed that the opening of a hub happens on January 1st, already generating revenues at 62% in the year of opening.

Hubs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Wetteren	50%									
Sterrebeek	67%	92%								
Antwerpen 1	62%	88%	97,5%	100%	100%	100%	100%	100%	100%	100%
Genk		62%	88%	97,5%	100%	100%	100%	100%	100%	100%
Gent		100%	100%	100%	100%	100%	100%	100%	100%	100%
Brussels 1			100%	100%	100%	100%	100%	100%	100%	100%
Brussels 2			62%	88%	97,50%	100%	100%	100%	100%	100%
Luik				62%	88%	97,50%	100%	100%	100%	100%
Roeselare					62%	88%	97,5%	100%	100%	100%
Namen						62%	88%	97,5%	100%	100%
Antwerpen 2							62%	88%	97,5%	100%
Bergen								62%	88%	97,5%
Eindhoven									62%	88%
Utrecht										62%
Total number of hubs	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Equivalent number of mature hubs	**1,79**	**3,42**	**4,48**	**5,48**	**6,48**	**7,48**	**8,48**	**9,48**	**10,48**	**11,48**

Figure 45: Growth plan of repeatable hubs with the different maturity levels.

With 5 well-chosen locations whole Flanders can be captured given a 40km capture area. There is chosen to introduce UPsports only at five locations with some double and some single hubs instead of at more locations with all single hubs for several reasons.

- First, with five rather large locations it will be easier to differentiate from small physiotherapists who also perform biomechanical screenings.
- Second, the double hubs also lead to synergies by centering the sports expertise at one place instead of a dozen little hubs. For example, when broadening the sports expertise to bike fitting in one hub, the specialized equipment can be shared by all employees and customers coming to UPsports at this location. When looking at best practices, it should be noticed that competitors such as Runnerslab also opted for four rather big location in Flanders over a dozen small ones.

Currently, there are two locations of UPsports in Flanders, one in Sterrebeek and the other one in Wetteren. These locations could in the future be relocated to nearby cities. Sterrebeek could move to **Brussels** and Wetteren to **Gent.** Going to Brussels and Ghent would give the opportunity to cover more market and UPsports would be easily accessible from surrounding areas.

The following four factors were considered in determining the new locations UPsports should be present at in the future:

1. Income of these areas
2. The population density
3. The capture area
4. The surrounding sport clubs and physiotherapists.

Based upon those elements it was determined that UPsports should open locations in Antwerp, Genk and Roeselare. A more detailed description on the choice of locations can be found in Appendix K2.

On the long term this implies that there are five locations; Brussels, Antwerp, Genk, Ghent & Roeselare. To capture the entire market (76,624 people) in Flanders 7-8 hubs should be opened. Instead of opening two extra hubs in other locations two hubs will be doubled. Such a hub would be twice the size of a regular hub; two screening rooms and four employees. Antwerp and Brussels are the logical choice because they have a higher amount of people in their capture area. Therefore, in Antwerp and Brussels there will be double hubs, each with four employees. Of course, the evolution of the hubs in Flanders should be revised and an evaluation should be done before choosing which hubs to double in reality.

After growing in Flanders, the **Wallonia** market will be penetrated. The Walloon market is already been targeted indirectly through the ambassadors, who have Flemish as well as Walloon followers. Three locations will be opened in Luik, Namen and Bergen. These three locations have similar demographic characteristics, they have a relative high income and population density compared to other cities in Wallonia, which makes those cities interesting for UPsports. An evalution should be made before deciding which ones of these hubs should be doubled.

When the Flemish market is saturated the international market will be explored by expanding to **the Netherlands** (first Eindhoven and Utrecht). This will be further explained in the internationalization section. The Flemish market is saturated when capturing the serviceable obtainable market of 15,881 customers per year. The milestone in going international would be a revenue stream of 4.28 million euros in Flanders. This milestone is only related to saturation of the Flemish market and not to the Belgian one, as this would inhibit ambitious growth of Upsports.

Opening of new hubs	
Antwerpen	2021
Genk	2022
Move Wetteren to Gent	2022
Move Sterrebeek to Brussels and double hub	2023
Luik	2024
Roeselare	2025
Namen	2026
Antwerpen dubbel	2027
Bergen	2028
Eindhoven	2029
Utrecht	2030

Figure 46: Opening years of new hubs.

The exact opening years for each hub are given in the Figure 46 and the evolutions of the multiple hubs and the corresponding maturity levels in Figure 46 The plan of opening one hub per year is ambitious but can be realized when following the business plan closely. Especially in the beginning it will be difficult to be on track with the business plan as the first stage will be tough. Therefore, a preface plan is discussed in the next research question to be able to get as soon as possible on track with the business plan.

Main takeaways:

- 5 locations in Flanders, some double hubs and some single hubs
- 3 in Wallonia, which can be doubled later on

Question 4: How to go from reality to business plan?

A business plan is developed for the growth plan as described in the previous question. Yet, it is unrealistic that ‘UPsports as is’ will fit immediately in this plan. In this question, there is clarified how there can be switched as fluent as possible from the current reality to the growth plan both from an operational point of view. The marketing pre-phase can be found in section 12.5.

Currently there are two hubs (Sterrebeek and Wetteren), each occupying one FTE. In the business plan the repeatable units occupy each 2 FTE and a new hub is opened each year, which results in one employee trained every half year. Figure 46 shows a practical plan to be on the business plan by 2023. The different sections represent respectively how many employees will work per lab each half year, for which (future) lab employees should be trained each year and the corresponding maturity lever averaged over every year. As can be seen, by 2023, all hubs are on the maturity levels according to the business plan and one hub per year can be opened and only one employee per half year should be trained.

	2020		2021		2022		2023	
Employees								
Wetteren/Gent		1	1	1	2**	2	2	2
Sterrebeek/Brussel 1		1	1	1,675*	1,675	2***	2****	2
Antwerpen			1	2	2	2	2	2
Genk					1	2	2	2
Brussels 2							1****	2
Trainings								
Wetteren/Gent				1				
Sterrebeek/Brussel 1			1		1			
Antwerpen		1	1					
Genk				1	1			
Brussels 2						1	1	
Maturity level								
Wetteren/Gent			50%		100%		100%	
Sterrebeek/Brussel 1			67%		91,88%		100%	
Antwerpen			62%		88%		97,50%	
Genk					62%		88%	
Brussels 2							62%	

Figure 46: Training and employee plan of pre-phase.
** Current employee of Sterrebeek, working 67.5% of time in UPlab of Sterrebeek, new employee full time in order to ensure opening hours of 67h per week. Rest of the time the current employee can execute contracts and help in Wetteren.*
*** Wetteren moves to Ghent in a lab designed for overlap, 100% maturity with 2 FTE. It seems that the current employee of Wetteren has a full-time job executing screenings. In reality, there is time left for managing tasks: the 22.5% leftover time of the employee in Sterrebeek will be partly used to help in Wetteren.*
**** Sterrebeek is full-time managed by two new employees and the current employee of Sterrebeek is so to say full-time on overhead. In reality, he will also execute screenings in Wetteren such that the manager roles are divided between the current employee of Wetteren and Sterrebeek.*
***** Move lab from Sterrebeek to Brussels and open also a new one in Brussels.*

As will be discussed in the human resources plan (section 14) a half-time manager should also be hired to put focus on the execution of this growth plan.

13.3. Organization of the second revenue stream: UPline at the medical partners

The second revenue stream is a much smaller one, namely the revenues from the UPline sold at the physiotherapists. Just like UPlabs, the organization of these revenues is on hub level. As described in the business model section, there is a loyalty KPI before a physiotherapist is allowed to sell the UPshorts. This KPI is met when the physiotherapists refer 40 patients each year, in comparison to the average of 17 patients per year. For this revenue stream the following assumptions are made:

- At maturity 8 of the 60 partners are reaching the KPI and sell on average 1 UPshorts per week.
- The sales channel operates at 0%, 50% and 100% in the first, second and third year after opening of the hub.
- A commission of 18% is given to the medical partners.

The UPline at the physiotherapist is currently not implemented in the business model of UPsports. Therefore, the numbers given are rough estimates about the possible revenue stream. This revenue stream must be evaluated after one year to see if the assumptions are correct and if the commission should be adapted. In reality the commissions should be 12% in the beginning, this can be reevaluated and could go up to 18%. In the business plan described later on the commission of 18% is applied.

As will be shown in section 15.2.1 P&L per hub, the revenues per hub of this sales channel amounts to only €27,9K and the contribution margin of the UPshorts decrease from 45% to 20% when sold via medical partner (section 15.1, contribution margin,). Unless the small revenues and contribution margins, it is adviced to still introduce this sales channel for several reasons, summed up in the business model (section 11).

13.4. Organization of the third revenue stream: Soccer clubs under contract

The third and last revenue stream are the revenues obtained from the contracts of sports clubs. These are not calculated on hub level but on the general UPsports level. The contract has a fixed price of €30,000. This price includes 10 days per year a full day of performing screenings, 25 times a year half a day of consultation on the location of the sports clubs and UPproducts offered as long as the fixed price allows it. Assumptions about the number of products per contract can be found in the Appendix M2 .

The contracts with other sports clubs coming to the UPlabs are not grouped in this category but are included in the first revenue stream of the organization of the UPlabs. The assumption is made that only soccer clubs will spend this amount of money as the demand is higher with soccer clubs for screenings at their locations because they are less strict and not always willing to come to UPsports. Other sports clubs, such as the Olympic Running Team, can send athletes to the UPlabs.

Currently UPsports has one contract with RSC Anderlecht. A realistic goal is to achieve five such contracts in the coming several years, four in Flanders and one in Wallonia. These contracts can be attracted by the manager or by the employee present in the neighborhood.

The revenue stream is €24,000 in 2021 and increases to €124,000 in 2025 exclusive BTW (see section 15.2.3, P&L overall). The total revenue is again rather limited compared with the overall revenue. However, this channel raises money while at the same time creating more brand awareness with the bigger audience.

14. Human resources plan

The human resources plan in centered around four research questions.

Question 1: Who is responsible for what? How should the roles be divided?

Table15: Role division

<table>
<tr><th>Roles</th><th>Time division</th><th>Content</th></tr>
<tr><td colspan="3">IN-HOUSE UPsports</td></tr>
<tr><td rowspan="8">Employees of UPlab</td><td rowspan="8"></td><td>Partner visits in own practice and in UPlab</td></tr>
<tr><td>Visits sports clubs</td></tr>
<tr><td>Education evenings with partners (1h preparation + 3h workshop)</td></tr>
<tr><td>Executing</td></tr>
<tr><td>CRM for own network (supervising mails with SendInBlue)</td></tr>
<tr><td>Informing customers and answering questions (when making appointment, during screenings, on whatsapp via digital platform)</td></tr>
<tr><td>Patient specific administration</td></tr>
<tr><td>Follow-up of patients with medical partners</td></tr>
<tr><td rowspan="2">Employees in training stage</td><td rowspan="2"></td><td>Collecting partners in the network</td></tr>
<tr><td>Observing at other hubs (in multiple hubs to increase connectivity)</td></tr>
<tr><td rowspan="6">Content manager</td><td>51%</td><td>Head of contracts with clubs</td></tr>
<tr><td>12%</td><td>R&D (new products & services + evidence-based research)</td></tr>
<tr><td>5%</td><td>Sales pitch: In sports clubs, on events, ...</td></tr>
<tr><td>3%</td><td>Content creation for partner evenings (Every half a year, 3 days of preparation for one evening)</td></tr>
<tr><td>5%</td><td>Making webinars (2 times per year, each 5 days of preparation)</td></tr>
<tr><td>25%</td><td>Screenings with difficult cases, top athletes, etc.</td></tr>
<tr><td rowspan="4">Hub manager</td><td>50%</td><td>All-round manager of the employees in all hubs (lunch and learns, etc.)</td></tr>
<tr><td>12%</td><td>Logistics of all hubs</td></tr>
<tr><td>23%</td><td>Help with the contracts (on 10 screening days)</td></tr>
<tr><td>25%</td><td>Screenings with difficult cases, top athletes, etc. <u>(not as manager role remunerated!)</u></td></tr>
<tr><td rowspan="3">Strategic Growth Manager</td><td rowspan="3">0.5 FTE</td><td>Analyzing and preparing market more than six months before opening (Head start for trainee to acquire network)</td></tr>
<tr><td>Looking for growth opportunities</td></tr>
<tr><td>Focused efforts on growth strategy</td></tr>
<tr><td colspan="3">IN-HOUSE Vigo Group</td></tr>
<tr><td>Marketing manager</td><td>0.025 FTE/hub</td><td>Posts on social media, maintenance website, contact with Nutshell, Esign</td></tr>
<tr><td>Financial manager</td><td>0.025 FTE/hub</td><td>Financials</td></tr>
<tr><td>Administrative employee</td><td>0.05 FTE/hub</td><td>Overall administration</td></tr>
<tr><td colspan="3">Outsourced</td></tr>
<tr><td>Nutshell</td><td></td><td>Content creation (webinars, content of social media ads, marketing strategy, videos for on website, etc;)</td></tr>
<tr><td>Esign</td><td></td><td>Website (maintenance, login page, redesign, etc;)</td></tr>
<tr><td>Dina</td><td></td><td>Packaging and delivery for UPline sold via medical partners</td></tr>
<tr><td>B-Post</td><td></td><td>Weekly delivery of products between hubs</td></tr>
</table>

Question 2: How many and which profiles should UPsports hire?

For ten hubs, there are 2 FTE who take up a manager role (0.75 FTE hub manager, 0.75 content manager and 0.5 growth strategy manager) and every hub has two employees. Each opening of a new hub leads to hiring one employee at the start of the opening and one employee six months after opening, resulting in 20 employees in Belgium in 2028.

The profiles that should be hired mostly depend on the skills and the passion of the applicants. The technical orthopedic background can be taught in the training phase, while the sales and social skills to ensure the connectivity with partners and customers cannot be educated. Next to these skills, the most important asset of a new employee is its enthusiasm and passion around sports. Nonetheless, a candidate should have some basic knowledge about the body. Therefore, a background in sports science or a biomedical or orthopedic background with a passion in sports is preferred. Noteworthy there should not be employees hired with a physiotherapy background. This would not fare well with the medical partners who are physiotherapists, because they would no longer see UPsports as an extension on their expertise but rather as a competitor.

One remark should be made, the most important challenge of recruiting new employees will be creating consistency throughout the different locations and forming the connectivity culture with every employee.

Question 3: What kind of training should be provided?

The training of new employees has a duration of six months and is two-fold.

- First the training consists out of observing other employees work at their hubs. This creates the consistency in how employees operate and will lead to successful building connectivity between the employees.
- Second, during these observations there will be time freed to build their own personal network around their future hub.

There will also be a small textbook written by the current employees for more information. Additionally, there will be no extra external educational costs made, everything happens internal. In the pre-phase, often two employees at a time are trained, which can be challenging. From 2023 this will not be the case and there will be a constant flow of trainees each year.

Question 4: How should the whole expertise and personnel be scaled?

The biomechanical expertise can be scaled through multiple initiatives.

- First, the training gives a good insight in how UPsports is organized and which values are treasured because the trainees will be educated in multiple hubs, giving the all-around UPsports experience. This will lead to one culture with all UPsports employees.
- Second, there will be lunch and learns organized for all employees, so they can connect with each other and share experiences.
- Third, there will be an all-around coach who goes to every UPlab to monitor them and give advice when needed.
- Fourth, the employees organize a partner evening about biomechanical screenings. The manager provides the content of these evenings, but the employee organizes the evenings, making them

always up to date with the newest biomechanical expertise. These initiatives will lead to shared expertise and scalability of this expertise.

15. Financial plan

15.1. Contribution margin

As products and services are both offered by Upsports, a contribution margin of the different products/services and revenue streams gives a more objective view than a gross margin. Contribution margins are shown in Table 16 and detailed calculations can found in Appendix L.

Table 16: Contribution margins products and revenue streams.

CM products	CM	Remarks
Screenings	12.62%	Av. Price – direct labor cost employee
UPsoles	63.15%	Av. Price – purchase price – direct labor cost production
UPshorts	45.00%	Av. Price – commission - purchase price – delivery & packaging
UPsuits	64.34%	Av. Price – purchase price
other	57.56%	Av. Price – purchase price
CM revenue streams		
One customer @ UPlab	49.92%	Av. Spending – Av. COGS – direct labor cost (UPlab employee & blue collar for production insoles)
Contract	37.18%	Av price – purchase price all products – direct labor cost (UPsports managers & blue collar for production insoles)
UPshort via partners	19.67%	Av. Price – purchase price

Note: One can see that screenings have low contribution margins due to the relative low price of the screenings, while the employees spent a significant amount of time on these screenings. However, when this screening in an UPlab is combined with the sales of products (as assumed in the product mix), customers in UPlabs are the revenue stream with the largest contribution margins (Table 16). This shows that **it is essential to stimulate customers to buy UPproducts in addition to a screening in UPlab.**

15.2. P&L setup

In this section both a P&L on the level of one hub and an overall P&L on the level of UPsports are discussed. Both P&L's consist of the same building blocks; Revenues (UPlabs, UPline at medical partners and under contract) and costs (COGS, payroll, operating expenses and marketing and sales).

The P&L on hub level is set up, applying a bottom-up approach, given the following starting points:

- One hub consists of 2 FTE serving 2060 customers at maturity, with maturity levels of 62%, 88% and 97.5% in the three years before reaching maturity.
- An EBITDA percentage of about 40% is aimed for a hub at maturity, not including the overhead costs.
- The revenues, COGS and payroll & operating expenses are determined by the number of customers and the organization of one hub. Based on the aimed EBITDA percentage and revenues determined by the organization of one hub, the absolute EBITDA can be calculated and therefore also a directive for the allowable marketing and sales costs can be determined.

- The marketing and sales costs should be within the allowable budget to obtain a minimum 40% EBITDA, but also be able to capture the necessary number of customers that is assumed. Keeping this in mind, the marketing & sales efforts and the corresponding costs are determined.

The overall P&L on the level of UPsports is created using the following top-down approach and input:

- Multiplication of the hubs: The growth plan of opening one hub per year, with the corresponding maturity levels, is used to consider the revenues and costs made on hub level in the overall P&L.
- Overhead: Next to the revenues and costs of the multiple hubs, overhead revenues and costs are also included for each building block.
- The result is an overall P&L with EBITDA for UPsports for 2021-2030.

First, the P&L on hub level will be discussed in general. Afterwards, the different building blocks will be clarified in more detail, both on hub level and on overall level, and this section will and with the overall P&L of UPsports.

15.2.1. P&L on hub level

The P&L on hub level considers the different maturity levels per year and all prices exclusive BTW (reaching maturity from left to right).

	Maturity		Maturity -1		Maturity -2		Maturity -3
Number of customers							
		2059,81		2008,31		1815,20	1274,50
Number of products and services							
Yearly number of products		**100%**		**97,5%**		**88%**	**62%**
Screening		2060		2008		1815	1275
UPsoles		3090		3012		2723	1912
UPshorts		206		201		182	127
UPsuits		103		100		91	64
other		62		60		54	38
Revenue							
Uplabs		100%		97,5%		88%	62%
Screening	€	139.165	€	135.685	€	122.639	€ 86.108
UPsoles	€	378.927	€	369.453	€	333.929	€ 234.461
UPshorts	€	16.853	€	16.432	€	14.852	€ 10.428
UPsuits	€	15.491	€	15.104	€	13.652	€ 9.585
other	€	5.046	€	4.920	€	4.447	€ 3.122
Total	**€**	**555.481**	**€**	**541.594**	**€**	**489.518**	**€ 343.704**
Upline at medical partners		100%		100%		50%	0%
Total	**€**	**27.910**	**€**	**27.910**	**€**	**13.955**	**€ -**
Total Revenue	**€**	**583.391**	**€**	**569.504**	**€**	**503.473**	**€ 343.704**
Costs							
COGS UPlabs		100%		97,5%		88%	62%
Screening	€	-	€	-	€	-	€ -
UPsoles	€	113.678	€	110.836	€	100.179	€ 70.338
UPshorts	€	9.269	€	9.037	€	8.168	€ 5.735
UPsuits	€	5.524	€	5.386	€	4.868	€ 3.418
other	€	2.142	€	2.088	€	1.887	€ 1.325
Total	**€**	**130.612**	**€**	**127.347**	**€**	**115.102**	**€ 80.816**
COGS UPline at physiotherapist		100%		100,0%		50%	0%
Total	**€**	**18.720**	**€**	**18.720**	**€**	**9.360**	**€ -**
Total COGS	**€**	**149.332**	**€**	**146.067**	**€**	**124.462**	**€ 80.816**
%		**26%**		**26%**		**25%**	**24%**
Gross margin		**74%**		**74%**		**75%**	**76%**

Payroll		100%		100%		100%		75%
Renumeration - Employees UPlab	€	121.605	€	121.605	€	121.605	€	91.204
Renumeration - Blue collar insoles	€	25.948	€	25.299	€	22.867	€	16.055
Total Payroll	**€**	**147.553**	**€**	**146.904**	**€**	**144.472**	**€**	**107.259**
%		**25%**		**26%**		**29%**		**31%**
Operating costs		100%		100%		100%		100%
Rent (60-80 m2)	€	18.000	€	18.000	€	18.000	€	18.000
Control and repair treadmill	€	1.000	€	1.000	€	1.000	€	1.000
Update software	€	800	€	800	€	800	€	800
Update Templo	€	600	€	600	€	600	€	600
Purchase work material	€	1.000	€	1.000	€	1.000	€	1.000
CRM software	€	600	€	600	€	600	€	600
Utilities	€	1.000	€	1.000	€	1.000	€	1.000
Total Operating expenses	**€**	**23.000**	**€**	**23.000**	**€**	**23.000**	**€**	**23.000**
%		**3,94%**		**4,04%**		**4,57%**		**6,69%**
Direct Marketing & Sales costs		100,00%		121,64%		155,56%		141,54%
Acquiring partners								
Visit potential partner in own practice	€	-	€	146	€	658	€	877
Folders	€	-	€	45	€	225	€	300
Visit potential partners in UPlab	€	-	€	-	€	-	€	-
Maintaining partners								
Education evenings with partners	€	420	€	420	€	420	€	315
Acquiring customers								
Social media ads in 40km reach	€	20.598	€	25.104	€	31.766	€	28.676
Sport clubs	€	-	€	-	€	44	€	73
Referral program	€	618	€	602	€	545	€	382
Total marketing & sales costs	**€**	**21.636**	**€**	**26.317**	**€**	**33.657**	**€**	**30.623**
%		**3,71%**		**4,62%**		**6,68%**		**8,91%**
EBITDA (€)	**€**	**241.870**	**€**	**227.215**	**€**	**177.882**	**€**	**102.005**
EBITDA %		**41%**		**40%**		**35%**		**30%**

Figure 47: P&L of one hub for the different maturity levels.

On top of the P&L the number of customers and the number of service/products sold per category are represented, considering the fixed product mix of the different categories and the maturity levels (%).

For each of the building blocks (revenues, COGS, payroll, operating expenses and marketing & sales expenses) some of the parts are considered on hub level and some on overhead level of UPsports. This will be explained in more detail in the next section but first an overview is given of the contribution of the different costs (see Figure 48).

- Revenues: **€583,000** at maturity mainly consisting of UPlabs, lesser share of UPline at medical partners.
- COGS: **26%** of te revenue, corresponding to 74% gross margin.
- Payroll: **25%** mainly consisting of the renumerations of the employees in UPlab and a lesser share for the renumeration of blue-collar workers producing the insoles per hub.
- Operating expenses: **4%**
- Marketing and sales expenses: **3.7%** at maturity up to 9% in the year of opening, mainly consisting of social media ads in the 40km reach of the hub.

These revenues and costs lead to an **EBITDA of 41%** at maturity, which is higher than the predefined aim of 40% EBITDA.

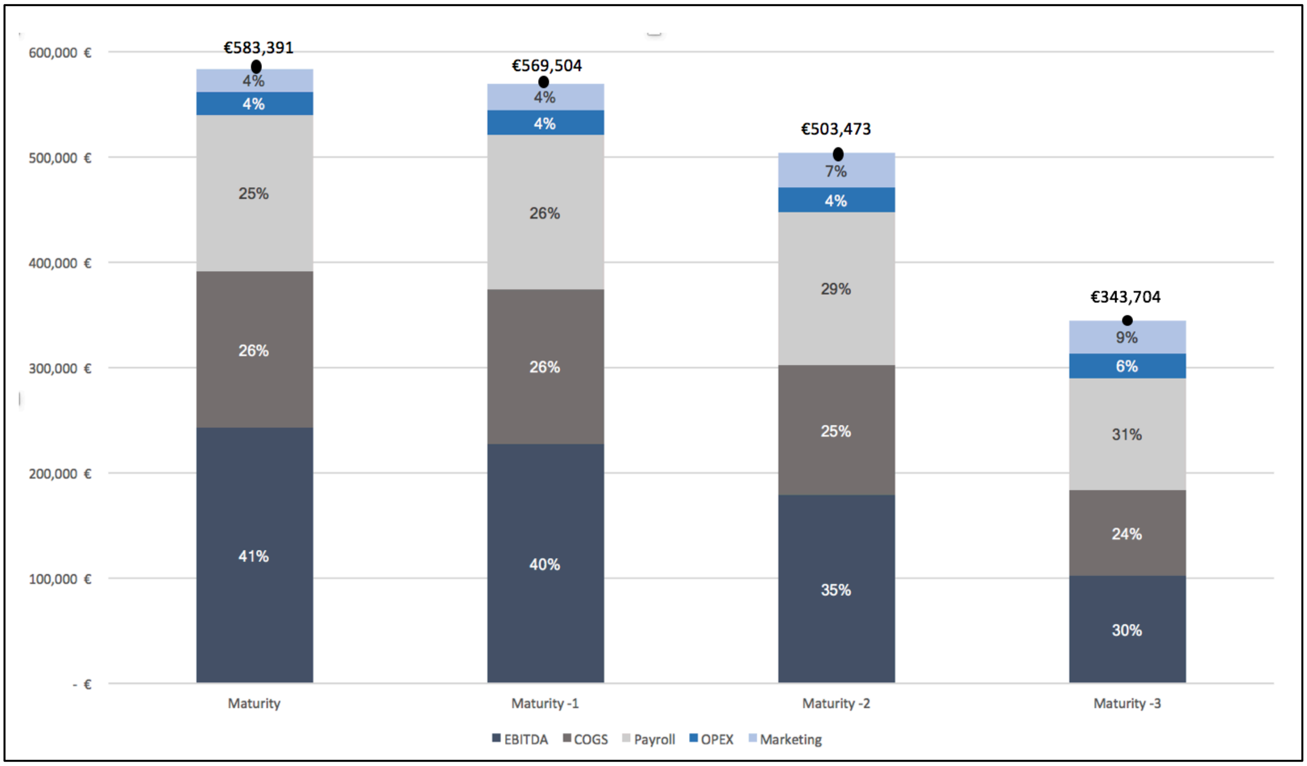


Figure 48: Visualization of the P&L on hub level.

15.2.2. *The building blocks of the P&L*

15.2.2.1. Revenues

For the revenues at the level of one hub, only two of the three revenue streams are included, this because UPline at the medical partners and the running of an UPlab are organized on hub level, while the contracts with soccer clubs on the level of UPsports. A total revenue of one hub at maturity of about 583K is generated, from which 555K is coming from the UPlab and only 28K from selling UPline via medical partners. Therefore, a critical view should be taken and there should be wondered whether it is opportune to start this revenue stream. Yet, as already mentioned some clear benefits are attached to doing this as well.

The revenues of the overall P&L consist of a multiplication of the hubs, considering the maturity levels as shown in the growth plan 2021-2030 in Figure 45, and the overhead revenues, namely the contracts with the soccer clubs. More details, calculations and assumptions about the revenues can be found in Appendix M.

15.2.2.2. COGS

In the costs of goods sold, only the purchase price of the products is included. The employee hours necessary to perform screenings or the blue-collar worker hours necessary to produce insoles are included in the payroll.

On hub level, the purchase price of the products sold in an UPlab, given the product mix, and the purchase price of the UPshorts sold via the medical partners, is included. In the overall P&L, next to multiplication of the different hubs, is the COGS for the UPpsoles and UPsuits sold via contract with soccer clubs included. More detail can be found in Appendix M2.

15.2.2.3. Payroll

For the payroll social charges, days of absence, year-end bonus, holidays, bonus are included and based on a monthly gross salary and the FTE necessary, the yearly remuneration for each role can be calculated. Assumptions about the salaries, social charges, FTE, etc. can be found in Appendix M3.

On hub level the following remunerations are included:

- Employees running the UPlab.
- Blue-collar workers producing the insoles sold in the hub.

On overhead P&L level the following remunerations are included:

- Administrative employee.
- Financial employee.
- Marketing manager.
- UPsports manager: content manager, hub manager and growth manager.

The FTE of the first three overhead roles is assumed to be proportional to the number of UPlabs and therefore expressed as FTE/UPlab. This assumption is a simplification due to which the economies of scale are not included in the overhead payroll.
For the Upsports managers, the FTE of the content manager and hub manager is also assumed to be proportional to the number of hubs (0.15/hub), while the growth manager FTE (=0.5) stays constant over the years due to his job description, being responsible for the strategic growth of UPsports over the years.

In addition, the following expenses are also included in the payroll on overhead level:

- Remuneration of the blue-collar workers producing the insoles sold under contract.
- Six-month training of new employees when opening a new hub or when replacing one employee after dismissal (on average after 5 years).
- Teambuilding.

15.2.2.4. Operating expenses

On hub level the following operating expenses are included: the rent of the location, control and repair of treadmill and cameras, update Templo and other software, purchase of work material, car, CRM software and utilities, accounting for €31,000 per hub. Assuming to be 100% as soon as a hub opens.

On overhead P&L level a multiplication of the OPEX on hub level is included and some overhead OPEX, being the maintenance of the mobile lab used for screenings on location with soccer clubs and the logistics including both the delivery of the products between the different hubs and the delivery and packaging of the UPshorts sold via medical partners, delivered directly to the home of customers. The magnitude of the costs can be found in Appendix M4.

15.2.2.5. Marketing & Sales expenses

For the marketing and sales costs, time spent by the employees on the several marketing and sales efforts are not included in this section, as it is already included in the payroll.

The following marketing and sales efforts described in the business model are included on hub level:

- Acquiring partners: Partner visits in UPlab and their own practice and folders.
- Maintaining partners: The education evenings.
- Acquisition of customers: Only the referral program, visits to sports clubs and social media ads organized on hub level as this focuses on the 40km radius around the hubs.

As renumeration of employee hours is not included, the marketing and sales costs on hub level are rather low except from the social media ads. Yet, as already explained in the cost-benefit analysis of the marketing channels, such social media costs are necessary in order to be able to capture 2060 customers at maturity, from which 20% will come via social media (see figure 41).
The marketing and sales expenses on hub level decrease as a hub is reaching maturity (year 1= 142%, year 2= 156%, year 3=122%, year 4= 100%).

The following marketing and sales efforts described in the business model are included in the overall P&L:

- Ambassadors have the same cost over all years. This because a kickstart of the brand awareness camp is necessary in the first years in order to put UPsports on the map and realize the growth plan. Later on, the ambassador campaign is in proportional to the size of UPsports.
- Website maintenance.
- Articles in sports magazines.
- Content creation: A recurring cost of content creation is needed to maintain the content marketing every year. Content creation necessary for targeting a new sports segment is included in the CAPEX.

The train of thought and all calculations can be found in Appendix M5.

15.2.3. CAPEX

In the CAPEX the following parts are included (more details on the numbers and assumptions can be found in Appendix O):

- The **opening of one hub**, including the hardware, software and design of the location (€55,500).
- The **move of one hub**, mainly consisting of redesigning the location (€5,000).
- Investment in a **new mobile lab** to perform screenings on location at soccer clubs (€50,000)
- **Recurring CAPEX** for the maintenance of all hubs (€4,000).
- The **renewal of the treadmill and cameras** (every 5 years renewal of about 30,000€ per hub).
- **Marketing CAPEX** including investments in a new login page on the website (€2,500), a redesigning of the website (€5,000) and the content creation necessary in the beginning (€45,000) and every time a new sports segment is targeted (€15,000).
- **R&D**, consisting of developing new products and executing evidence-based research as this is indicated as important by the medical partners (€10,000 up to €30,000).

All numbers are based on the UPlabs in Wetteren en Sterrebeek. The beforementioned CAPEX is spread over several years. The total **CAPEX per year varies between €120,000 and €160,000** and can be found in Figure 49.

15.2.4. The overall P&L on the level of UPsports

The overall P&L should be read from left to right.

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Number of mature hubs	3,8	5,2	6,2	7,2	8,2	9,2	10,2	11,2	12,2	13,2
Number of hubs opened	3	4	5	6	7	8	9	10	11	12
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue										
Revenue of UPlabs										
Total	€ 992.922,98	€ 1.899.051,99	€ 2.485.779,20	€ 3.041.260,59	€ 3.596.741,97	€ 4.152.223,36	€ 4.707.704,75	€ 5.263.186,13	€ 5.818.667,52	€ 6.374.148,90
Revenue UPline at medical partners										
Total	€ 32.619,60	€ 67.506,87	€ 97.684,36	€ 125.594,18	€ 153.504,00	€ 181.413,82	€ 209.323,64	€ 237.233,45	€ 265.143,27	€ 293.053,09
Revenues under contract										
Total	€ 24.793,39	€ 49.586,78	€ 74.380,17	€ 99.173,55	€ 123.966,94	€ 123.966,94	€ 123.966,94	€ 123.966,94	€ 123.966,94	€ 123.966,94
Total	**€ 1.050.335,97**	**€ 2.016.145,64**	**€ 2.657.843,73**	**€ 3.266.028,32**	**€ 3.874.212,92**	**€ 4.457.604,12**	**€ 5.040.995,32**	**€ 5.624.386,53**	**€ 6.207.777,73**	**€ 6.791.168,94**
Costs										
COGS										
COGS of UPlabs	€ 233.469,57	€ 446.530,97	€ 584.490,26	€ 715.102,61	€ 845.714,96	€ 976.327,31	€ 1.106.939,66	€ 1.237.552,01	€ 1.368.164,36	€ 1.498.776,71
COGS UPline at physiotherapist	€ 21.879,00	€ 45.279,00	€ 65.520,00	€ 84.240,00	€ 102.960,00	€ 121.680,00	€ 140.400,00	€ 159.120,00	€ 177.840,00	€ 196.560,00
COGS under contract	€ 2.052,66	€ 4.105,33	€ 6.157,99	€ 8.210,65	€ 10.263,32	€ 10.263,32	€ 10.263,32	€ 10.263,32	€ 10.263,32	€ 10.263,32
Total	€ 257.401,24	€ 495.915,30	€ 656.168,26	€ 807.553,27	€ 958.938,28	€ 1.108.270,63	€ 1.257.602,98	€ 1.406.935,33	€ 1.556.267,68	€ 1.705.600,03
%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Payroll										
Multiplication of hubs										
Renumeration										
Total renumeration - Employees	€ 233.329,82	€ 446.138,78	€ 577.624,32	€ 699.229,44	€ 820.834,56	€ 942.439,68	€ 1.064.044,80	€ 1.185.649,92	€ 1.307.255,04	€ 1.428.860,16
Total renumeration - Blue collar workers	€ 46.381,98	€ 88.709,59	€ 116.117,13	€ 142.065,09	€ 168.013,05	€ 193.961,01	€ 219.908,97	€ 245.856,93	€ 271.804,89	€ 297.752,85
Overhead										
Renumeration										
Total renumeration - marketing manager	€ 7.349,76	€ 9.799,68	€ 12.249,60	€ 14.699,52	€ 17.149,44	€ 19.599,36	€ 22.049,28	€ 24.499,20	€ 26.949,12	€ 29.399,04
Total renumeration - Financial employee	€ 5.345,28	€ 7.127,04	€ 8.908,80	€ 10.690,56	€ 12.472,32	€ 14.254,08	€ 16.035,84	€ 17.817,60	€ 19.599,36	€ 21.381,12
Total renumeration - UPsports managers	€ 124.411,39	€ 144.055,30	€ 163.699,20	€ 183.343,10	€ 202.987,01	€ 222.630,91	€ 242.274,82	€ 261.918,72	€ 281.562,62	€ 301.206,53
Total renumeration - administrative employee	€ 6.681,60	€ 8.908,80	€ 11.136,00	€ 13.363,20	€ 15.590,40	€ 17.817,60	€ 20.044,80	€ 22.272,00	€ 24.499,20	€ 26.726,40
Training of new employees										
Training employees - opening new heb	€ 115.814,40	€ 86.860,80	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20
Traning employees - replacement @ dismissal	€ -	€ -	€ -	€ -	€ -	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20	€ 57.907,20
Renumeration blue collar worker for contracts	€ 190,64	€ 381,28	€ 571,92	€ 762,56	€ 953,20	€ 953,20	€ 953,20	€ 953,20	€ 953,20	€ 953,20
Teambuilding	€ 959,38	€ 1.834,38	€ 2.375,00	€ 2.875,00	€ 3.375,00	€ 3.875,00	€ 4.375,00	€ 4.875,00	€ 5.375,00	€ 5.875,00
Total	**€ 540.464,25**	**€ 793.815,65**	**€ 950.589,16**	**€ 1.124.935,67**	**€ 1.299.282,17**	**€ 1.531.345,24**	**€ 1.705.501,10**	**€ 1.879.656,97**	**€ 2.053.812,83**	**€ 2.227.968,70**
%	51%	39%	36%	34%	34%	34%	34%	33%	33%	33%

Figure 49A: Overall P&L.

Operating Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Multiplication of hubs										
Total operating costs all hubs	€ 93.000,00	€ 124.000,00	€ 155.000,00	€ 186.000,00	€ 217.000,00	€ 248.000,00	€ 279.000,00	€ 310.000,00	€ 341.000,00	€ 372.000,00
Overhead										
Maintainance mobile lab	€ -	€ -	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00
Logistics	€ 5.976,36	€ 7.968,48	€ 9.928,36	€ 11.920,48	€ 13.912,60	€ 15.904,72	€ 17.864,60	€ 19.856,72	€ 21.848,84	€ 23.840,96
Total	**€ 98.976,36**	**€ 131.968,48**	**€ 165.728,36**	**€ 198.720,48**	**€ 231.712,60**	**€ 264.704,72**	**€ 297.664,60**	**€ 330.656,72**	**€ 363.648,84**	**€ 396.640,96**
%	9,4%	6,5%	6,2%	6,1%	6,0%	5,9%	5,9%	5,9%	5,9%	5,8%
Marketing & Sales										
Multiplication of hubs										
Total marketing & sales costs of hubs	€ 83.258,48	€ 112.233,99	€ 133.869,99	€ 155.505,99	€ 177.141,99	€ 198.777,99	€ 220.413,99	€ 242.049,99	€ 263.685,99	€ 285.321,99
Overhead										
Ambassadors	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27	€ 38.615,27
Website maintenance	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00	€ 500,00
Sportsmagazines	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00	€ 1.000,00
Content creation	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00	€ 5.000,00
Total marketing & sales costs	**€ 128.373,75**	**€ 157.349,26**	**€ 178.985,26**	**€ 200.621,26**	**€ 222.257,26**	**€ 243.893,26**	**€ 265.529,26**	**€ 287.165,26**	**€ 308.801,26**	**€ 330.437,26**
%	12,22%	7,80%	6,73%	6,14%	5,74%	5,47%	5,27%	5,11%	4,97%	4,87%
EBITDA										
EBITDA (€)	**€ 25.120,37**	**€ 437.096,96**	**€ 706.372,69**	**€ 934.197,65**	**€ 1.162.022,60**	**€ 1.309.390,27**	**€ 1.514.697,38**	**€ 1.719.972,25**	**€ 1.925.247,12**	**€ 2.130.521,99**
EBITDA (%)	**2,39%**	**21,68%**	**26,58%**	**28,60%**	**29,99%**	**29,37%**	**30,05%**	**30,58%**	**31,01%**	**31,37%**
CAPEX										
Total Capex	**€ 126.000,00**	**€ 142.500,00**	**€ 150.360,50**	**€ 134.360,50**	**€ 109.500,00**	**€ 142.360,50**	**€ 146.360,50**	**€ 150.360,50**	**€ 154.360,50**	**€ 158.360,50**
Cash										
Total cash balance	**€ (100.879,63)**	**€ 294.596,96**	**€ 556.012,19**	**€ 799.837,15**	**€ 1.052.522,60**	**€ 1.167.029,77**	**€ 1.368.336,88**	**€ 1.569.611,75**	**€ 1.770.886,62**	**€ 1.972.161,49**

Figure 49B: Overall P&L.

One can see in the overall P&L (Figure 49) and in Figure 50 that the EBITDA in the first year is exceptionally low (2.4%) but rapidly raising to a stable 31%. The revenues grow steadily from €1,05 million in 2021 up to €6,79 million in 2030. After a few years the percentages of all costs remain constant being about 25% COGS, 33% payroll, 6% operating expenses and 5% marketing costs.

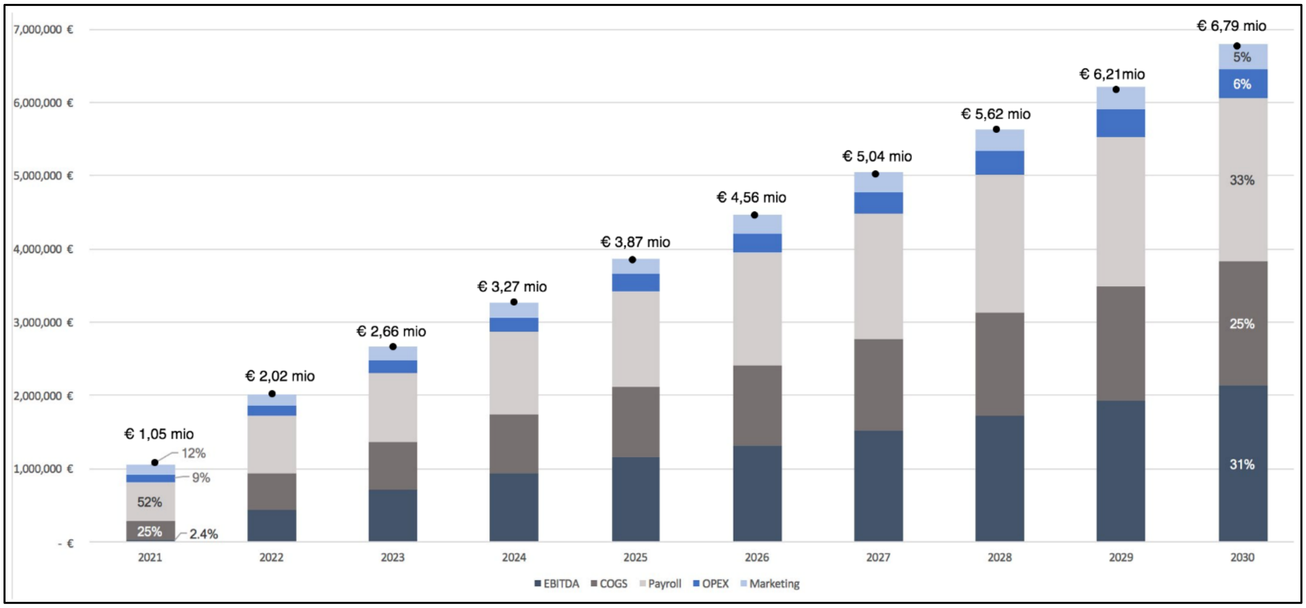


Figure 50: Visualization of the overall P&L.

Subtracting the CAPEX from the EBITDA, gives a general indication about the cash leftover per year (see Figure 51). In the first year an initial cash investment of €100,000 is necessary in order to start the growth plan, while in the later years the cash balance is positive.

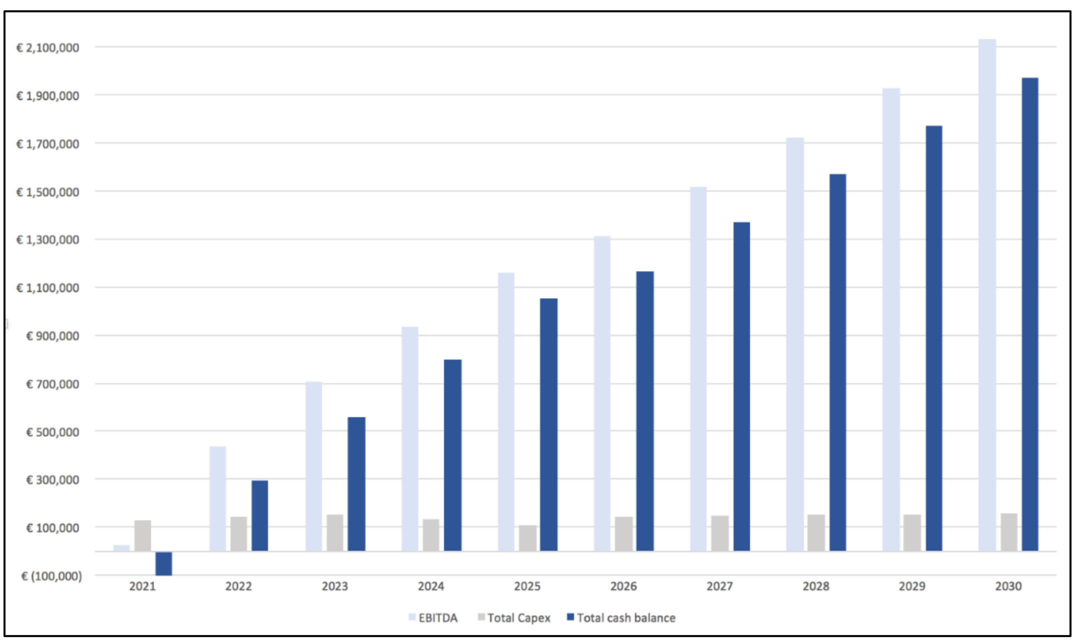


Figure 51: Overview of EBIDA, CAPEX and cash investment needed.

15.3. UPside potential

1. A remark should be made that the FTE % of all **overhead roles** are assumed to be proportional to the number of UPlabs, except for the growth manager. In reality, hiring for overhead roles will happen in a **cascading pattern**. This results in an underestimation of the overhead remunerations on the short term and an overestimation on the long term, neglecting the economies of scale.
2. **What is the effect on the EBITDA when the opening of the hubs in the Netherlands are considered as an upside potential?** In the business plan the opening of 10 hubs in Belgium is described (7 in Flanders, 3 in Wallonia) as the opening of doubling of the hubs in Wallonia is not included (13 in total needed for a saturated Belgian market). Next to the Belgian market, the opening of two new hubs in the Netherlands is included in the business plan in 2029 and 2030.

   When considering the hubs in the Netherlands as an upside potential, the question arises: *'What is the EBITDA for 10 mature hubs in Belgium?'*

   When excluding Eindhoven and Utrecht from the growth expansion plan, one can see in Figure 52 that all 10 hubs in Belgium have reached maturity by 2030. In Figure 52, the top- and bottom lines of the financials are represented for 2030 both for the original business plan and one where the Dutch hubs are excluded.

2030	10 hubs in Belgium + 2 in the Netherlands		10 mature hubs in Begium		Upside potential	
Revenues	€	6.791.168,94	€	5.957.878,98	€	833.289,95
EBITDA (€)	€	2.130.521,99	€	1.933.672,76	€	196.849,23
EBITDA (%)		31,37%		32,46%		-1,08%
Total Capex	€	158.360,50	€	98.860,50	€	59.500,00
Total cash balance	€	1.972.161,49	€	1.834.812,26	€	137.349,23

   Figure 52: EBITDA of 10 mature hubs in Belgium.

   One can see that 10 mature hubs in Belgium correspond with 6 million euros revenues and 1.9 million EBITDA.

3. As mentioned, one of the main assumptions in the business plan is that the product mix is held constant over the years. Therefore, a scenario analysis is executed, analyzing the effect on the revenues and EBITDA of one hub at maturity when **changing the product mix**. The best- and worst-case scenario are represented in figure 53. The best- and worst-case scenario are represented in Figure 53.

Product mix	Original	Worst Case	Best Case
Screenings (% of customers)	100%	100%	100%
UPsoles (% of customers)	150%	100%	170% *
UPshorts (% of customers)	10%	5%	20%
UPsuits (% of customers)	5%	2%	10%
Other (% of customers)	3%	1%	5%
Revenues per hub at maturity	€ 583,391	€ 435,997	669,623 €
EBITDA per hub	€ 241,870	€ 150,394	293,264 €
EBITDA % per hub	41.46%	34.49%	44%

Figure 53: Scenario analysis of product mix. **This corresponds to each customer renewing the insoles once a year (85% of customers come for insoles).*

There should be aimed for the best-case scenario where it is stimulated to buy products in addition to the screening. This because it is essential to sell products in addition to the screenings, given the low contribution margins of the screenings.

4. Given the low contribution margin of the screenings due to the combination of a low price and many employee hours spent on it, a scenario is performed to analyze the effect of **changing the duration and price** of the most demanded **screening** (PDG2).

Duration screening	Original	Worst Case	Best Case
Duration screening (PDG2)	60	75	45
Number of customers per hub	2060	€ 1,857	€ 2,312
Revenues per hub	€ 583,391	€ 528,694	€ 651,502
EBITDA per hub	€ 241,870	€ 204,678	€ 288,182
EBITDA % per hub	41%	39%	44.23%

Figure 54: Scenario analysis of duration screening.

Price screening	Original	Worst Case	Best Case
Price PDG 2 (incl. BTW)	75	65	90
Revenues per hub	€ 583,391	€ 570,624	€ 602,542
EBITDA per hub	€ 241,870	€ 229,102	€ 261,021
EBITDA % per hub	41%	40%	43.32%

Figure 55: Scenario analysis of price screening.

5. As mentioned, there is assumed that 8 partners per hub will sell on average 1 short per week via the program 'UPline at the medical partners'. This assumption is challenged by varying the number of UPshorts sold per week, being by having more partners participating in the program or more UPshorts sold per partners.

Upline @ medical partners	Original				
Number of Upshorts sold/weel	8	0	16	32	48
Revenues per hub	€ 583,391	€ 555,481	€ 611,301	€ 667,121	€ 722,940
EBITDA per hub	€ 241,870	€ 232,680	€ 251,060	€ 269,439	€ 287,819
EBITDA % per hub	41%	41.89%	41.07%	40.39%	39.81%

Figure 56: Scenario analysis of UPline at medical partners.

16. Conclusion: time horizon concrete plan

This section aims to provide a practical implementation plan to UPsports by bundling the marketing, human resources, operational and the financial plan. More specifically, a growth plan with different horizons and milestones is proposed.

In practice, it could be optimal to expand more rapidly or slowly depending on growth rate of the UPsports hubs. In general, the following rule of thumb should be applied; no more or less than three hubs should be in pre-maturity stage (< 100% of maturity level) before opening a new hub. Thus, there should be aimed for three hubs in the pre-mature stage in every year. As a result, a faster expansion could occur when the hubs mature faster than three years.

16.1. Horizon 0: 2020

As was mentioned in the marketing and operational plan, a pre-phase plan is needed in order to get UPsports up and running with the proposed business plan.

16.2. Horizon 1: 2021-2022

The first horizon has a duration of two years. These two years the target customers are the higher fervency level athletes of the running sports; running, ultrarunners, dua-& triathlons and soccer. Some remarks should be made.

- As the aim of this report was to build an ambitious growth plan, brand awareness should be created. Therefore, an ambassador campaign is used as a kick start for the business unit; four top ambassadors and seven sub top ambassadors will post long content all year long of UPsports on their social media. This content will be outsourced and entails a CAPEX of € 45K in 2021.
- It is recommended to open no more than 5 hubs since the yearly SOM in Flanders is 10,191 for the running segment.

Milestone: At the end of Horizon 1 the aim is to have opened four hubs, each able to serve 2,060 customers.

Table 16: Horizon 1

	2021		*2022*		*End of Horizon*
	Begin 2021	Mid 2021	Begin 2022	Mid 2022	
Opening new hub	Antwerp	/	Genk + move to Gent	/	4 hubs
Trainees	2	2	2	1	8 employees + 1 trainee
New contract	/	/	1	/	2 contracts
Target group	Running sports: fervent athletes				
REVENUE (end of year)	€ 1,050,336		€ 2,016,146		
EBITDA (end of year)	€ 25,120		€ 437,097		

16.3. Horizon 2: 2023-2026

Horizon 2 starts from 2023 and lasts until 2026. UPsports will keep on targeting the fervent athletes in running sports but will expand the target group; both recreational athletes in running sports and fervent athletes in cycling sports will be targeted. Some remarks should be made.

- New content marketing should be created to focus on the extension of the target group. Therefore, a CAPEX of € 15K is included in 2023. Not the entire content should change, only the extra content concerning the recreational runners and fervent cyclists.
- The number of ambassadors stays the same, however in horizon 1, they are used to kick start the demand for UPsports' products and services, while in horizon 2 they are needed to serve the multiple locations.
- It is recommended not to open more than 11 hubs because the yearly SOM in Belgium is 23,645 as the cyclists are also included now.

Milestone: At the end of Horizon 2 it is the aim to have opened 8 hubs, each serving 2,060 customers.

Table 17: Horizon 2

	2023	2024	2025	2026	End of Horizon
Opening new hub	Brussels 2 + move to Brussel	Luik	Roeselare	Namen	8 hubs
Trainees	2	2	2	2	16 employees +1 trainee
New contract	1	1	1	/	5 contracts
Target group	Running sports: recreational athletes & Cycling: fervent athletes				
Revenue (end of year)	€ 2,657,844	€ 3,266,028	€ 3,874,213	€ 4,457,604	
EBITDA (end of year)	€ 706,373	€ 934,198	€1,162,022	€1,309,390	

16.4. Horizon 3: 2027-2028

Horizon 3 has a duration of two years. At the end of these two years, all Belgian locations are opened. An adjacency to a new sports segment will be done; the recreational cyclists and the fervent athletes doing ball sports (hockey, basketball, volleyball and tennis). Some remarks should be made.

- It is recommended not to open more than 13 hubs as the yearly SOM in Belgium is 27,381 as the ball sports are also included now. Thus, doubing locations in Wallonia would be possible. However, the market is uncertain, therefore it would be better first await the evolution for this market.

Milestone: At the end of Horizon 3 it is aimed to have captured the entire Flemish market, resulting in a 4.3 million euro revenue stream.

Table 18: Horizon 3.

	2027	2028	End of horizon
Opening new hub	Antwerp 2	Bergen	10 hubs
Trainees	2	2	20 employees + 1 trainee
New contract	/	/	5 contracts
Target group	Cycling: recreational athletes & Ball sports: fervent athletes		
Revenue (end of year)	€ 5,040,995	€ 5,624,387	
EBITDA (end of year)	€ 1,514,697	€ 1,719,972	

16.5. Horizon 4: 2029-2030

Horizon 4 indicates the beginning of the internationalization to neighboring countries.

Table 19: Horizon 4.

	2029	2030	End of horizon
Opening new hub	Eindhoven	Utrecht	12 hubs
Trainees	2	2	24 employees + 1 trainee
New contract	/	/	5 contracts
Target group	Cycling: recreational athletes & Ball sports: fervent athletes		
Revenue (end of year)	€ 6,207,778	€ 6,791,169	
EBITDA (end of year)	€ 1,925,247	€ 2,130,522	

Milestone: If the hubs in the Netherland succeed in reaching maturity within 2.5 years after opening, this will be an indication to further expand. If not, the expansion should be reevaluated.

16.6. Horizon: Future

The last horizon is focused on the future of UPsports. That is, after the upcoming ten years which are covered in this report. Further international expansion in the Netherlands should be looked at. Additionally, expansions to Germany and France could also be interesting, the reasons for this will be explained in the next section.

Part III: Where to expand in neighboring countries?

The last part of this report will determine the most interesting geographical expansion opportunities in neighboring countries that allow for repeatability.

17. Possible expansions to neighbouring countries

After an expansion of UPsports in Belgium, and given UPsports' ambition, an expansion to the neighbouring countries seems like the logical next step. A CAGE analysis is used in order to determine the most attractive opportunities in four neighbouring countries; The UK, the Netherlands, France and Germany.

Table 20: Overview of the CAGE distances for the UK, Germany, France, & The Netherlands,

CAGE	Attributes creating distance	Hurdle	Neutral	Advantage
Cultural distance	• Differences in sport culture • Different languages • The lack of awareness around biomechanical screenings	The UK	Germany France	The Netherlands
Administrative distance	• Absence of same of the healthcare system • Absence of shared monetary or political association	The UK	Germany France	The Netherlands
Geographic distance	• Lack of common borders	The UK		The Netherlands Germany France
Economic distance	• Labor cost differences • Income differences • Absence of Ottobock			The Netherlands Germany France The UK

Before looking at the possible expansion opportunities of the neighbouring countries, one must consider some possible pitfalls that can accompany it.

- First, an expansion to a neighbouring country should be a well-considered decision. Before thinking about an expansion, the financials and the margins should be promising. Therefore, the milestone at the end of horizon 3 should be met.
- A second pitfall could occur when implementing the strategy of UPsports while crossing the Belgian borders. The strategy is based on connectivity with the customers and the medical partners but also within the company itself. This can become difficult when opening a new hub in a neighbouring country as it will not be uncomplicated to explain the values and the mission and vision of UPSports, and to monitor this. However, this hurtle can be easily overcome by making the communication around the strategy straightforward and simple.

17.1. CAGE analysis

The CAGE distance framework helps to shed light on the cultural, administrative, geographic and economic distance between the targeted countries (the UK, the Netherlands, France and Germany) and Belgium. Every neighboring country will be categorized for each distance; if the distance is deemed a hurdle, neutral or a booster to expand to this country.

17.1.1. Cultural distance

Three cultural distances will be considered: the sports culture, the language and the awareness around biomechanical screening.

First, the differences in the sports culture are looked at. These cultural differences between the countries are limited, all four countries are interested in sports and have a strong sports culture, they are all enthusiastic supporters of the world football championships and have hosted the Olympic Games at least once. The time spent by inhabitants on sports and outdoor activities has been increasing over the past years in these countries except for the UK (Eurostat, 2016). The sports segments UPsports focusses on (running sports, soccer and ball sports) are the most popular sports in Belgium. France, Germany & the Netherlands have similar preferred sports; soccer, tennis, biking, hockey, etc. The UK also has strong interest in soccer and biking but also sports such as cricket and rugby are common sports. An expansion to the UK would entail a need for more specific sports expertise on those sports, this could be a hurtle. Overall, the culture distance between these countries and Belgium is low and will not form an issue in the expansion of UPsports.

The second attribute creating distance are the different languages spoken in the neighboring countries. The only country that speaks the same language as the mother company in Flanders is the Netherlands. This is a clear advantage, given UPsports' strategy based on connectivity; It will be much easier to explain the strategy, to guarantee compatibility with the hubs in Flanders, and to oversee everything when speaking the same language.

The third and last attribute that creates distance is the lack of awareness about the benefits of biomechanical screenings. As was confirmed, by Olav Spahl, biomechanical screenings are well known in the top sports world in the above-mentioned countries (Appendix B3: Olav Spahl). All professional clubs and athletes are familiar with such screenings and already use them to perform better. The awareness around the biomechanical screenings can be seen as both a hurdle and an opportunity. The pitfall emerges throughout the extensive competition that arises that comes with the awareness. One major player is Simi reality motion system in Germany, a patented software to capture motion and analysis the movement and behavior. This software is bought by multiple high-end sport clubs in the neighboring countries. The flipside of this hurdle is that throughout the awareness about the benefits of biomechanical screenings, the opportunity can arise to penetrate this market and introduce the screenings to amateur athletes as well.

17.1.2. Administrative distance

Two administrative distances will be considered, namely differences between the countries' healthcare system and monetary or political association. The first element that can create administrative distance is the absence of a similar healthcare system. This attribute can vary between the four countries.

Physiotherapists in Belgium have limited freedom, it is only possible to go to a physiotherapist with a prescription of a doctor. In France, Germany and the UK a comparable system applies for the physiotherapists. In the Netherlands the physiotherapists are free to decide when a patient can benefit from a physiotherapy session and how they can help. Additionally, they are allowed to sell commercial goods in their practice. This could be an opportunity for UPsports when expanding to the Netherlands; The fewer physiotherapist, the more they will be interested in other things than the classical medicine and investigate matter such as biomechanical screenings and steering gear.

The second element that could create a hurdle, is the absence of a shared monetary or political association. The latter will not be a problem for Germany, France or the Netherlands as they are member states of the European Union just like Belgium. Nonetheless this could be a hurtle for expanding to the UK as they recently decided to leave the EU.

17.1.3. Geographic distance

The geographic distance considers the lack of a geographic border. Between Belgium and its neighboring countries is self-evidently not an issue. A hurtle could arise for the expansion to the UK as there is no common border and the borders are divided by sea. Nonetheless, it will be important to maintain the communication and connectivity between the multiple hubs. Further, local supervision should be enrolled because of the services that are crucial to protect the strategy of UPsports.

17.1.4. Economic distance

There are three attributes creating economic distances: labor costs, the average income and the lack of the absence of the mother company Vigo or Ottobock in the different countries. The first one is the possibility of higher labor costs at the neighboring countries. One of the most significant costs of UPsports are the remuneration of the UPsports' employees because the nature of UPsports lays within their services. Fortunately for UPsports' expansion, the labor costs are with the highest in the world. As a result, the labor costs in the neighboring countries is lower than the one in Belgium, this will only benefit and strengthen the business model of UPsports in these countries.

The second economic distance could be the income differences between countries. UPsports is a brand that will attract a higher income group. Therefore, countries with a higher average income than in Belgium would be ideal. Overall, all countries are high income countries, the average net income varies between 1,990 euro in the UK and 2,270 euro in Germany. This is interesting for the luxury products and services offered by UPsports because the average net income in Belgium is a bit lower; 1,920 euro.

The last economic distance is the absence of the mother company Vigo or Ottobock in the neighboring countries. This could be a major asset to get the know the country and market. In all the neighboring countries there are affiliations of Ottobock present benefiting a smooth course of the expansion.

17.2. Expansion to the Netherlands

Considering the CAGE framework, it is opportune to start the internationalization of UPsports in the Netherlands as all CAGE distances can be turned into advantages. The Netherlands will be explored if the Flemish market is saturated

Table 21 represents the most popular sports in the Netherlands. The market sizing will be calculated similar to the Belgian market; four percent is taken from the SAM (Serviceable Accessible Market) to subtract the SOM (Serviceable Obtainable Market). The four percent is used for all sports because the sports data from the Netherlands is more accurate than the data obtained from Flanders. The second column of table 21 gives the SAM of the Netherlands and the third column the SOM; totaling a market potential of 190,480 people. A sum of eighteen hubs could coverage this market in the Netherlands.

Table 21: SAM SOM of the Netherlands.

The Netherlands	Serviceable Available Market	Serviceable Obtainable Market
Cycling	1,246,000	49,840
Soccer	1,200,000	48,000
Running	900,000	36,000
Tennis	600,000	24,000
Hockey	140,000	5,600
Triathletes	34,000	1,360
Ultra-runners	2,000	80
Basketball	40,000	1,600
Volleyball	600,000	24,000
Total	4,762,000	190,480

Like the locations chosen in Belgian, the decision is based on multiple demographic factors, such as the income of these areas, the population density, the capture area and the surrounding sport clubs.

When looking to expand internationally it can be beneficial when entering a market not too far away. Therefore, an interesting location to open a first hub would be in Eindhoven. There will probably already be some interest from the customers living next to the boarder when opening in Genk, making it easier to open a location close to the boarder. Eindhoven also has favorable demographic characteristics; the population density is high in Eindhoven and in surrounding cities. Next, Eindhoven itself is surrounded by high income cities and has a high percentage of 59% of the adults that weekly go sporting.

A following interesting city would be; Utrecht. Utrecht is a city with one of the most inhabitants of the Netherlands would therefore be an interesting choice. In its capture area lay the cities with on average the highest income. Next to these favorable factors Utrecht and its capture area have a high percentage of 62% of the adults that go sporting on a weekly basis.

Part IV: Conclusion

This ICP aimed to answer the three objectives of this report, namely to identify opportunities for UPsports and determine the best position for the business unit; to recommend a horizon growth plan for UPsports, supported by a business model, marketing plan, operational plan and financial plan that will guarantee UPsports to capture the defined position in the first part; to identify interesting geographical expansion opportunities that allow for repeatability. For the first objective, both an external and internal analysis was done that enabled the formulation of the final position determination of UPsports. By making use of the Blue Ocean Strategy Framework, six values were defined on which UPsports should compete and focus in the future, namely; well-managed network, being treated as a unique case, a personal relation (one face), tailored medical explanation, follow-up and feel like an athlete. Those values were chosen as they are not yet competed on by competitors and they were mentioned by both medical partners and customers in the market research. This, together with the strategy workshop done with the main stakeholders of UPsports, determined the UPsports to be, centered around connectivity.

In the second part of this report, it was determined how UPsports can best guarantee and scale a business model that is centered around connectivity. More specifically, a marketing plan, an operational plan, a human resource plan and a financial plan were worked out for the next ten years. The marketing plan uncovered that content marketing assures the best fit with the chosen strategy of UPsports, as it enables to engage customers with relevant content that is adapted to their stage in the buying cycle. Hence, it is an effective way of lead nurturing. The operational plan uncovered that, in total, UPsports should be located on eight different locations in Belgium, being five in Flanders (Gent, Brussels, Genk, Roeselare, Antwerp) and three in Wallonia (Luik, Bergen, Namen). Yet, in total more hubs will be opened, as in some locations double hubs will be present. This will be the case in Antwerp and in Brussels. Overall, one new hub will be opened every year. In order to maximize capacity of one mature hub, it was determined that 2,060 customers need to be served, 7-8 mature hubs will be needed in order to cover Flanders and every mature hub will have to consist out of 2 full-time equivalents. Maturity of one hub is reached in the second half of the third year after the opening of the hub (maturity levels: year 1: 62%, year 2: 88%, year 3: 97.5%). Every half year before the opening of a new hub a new employee will be trained, a second employee will be trained the first half year of the opening of the new hub.

In the human resource plan, regarding the division of responsibilities of the future UPsports employees, it was concluded that in the long-term three managers will be needed; one content manager (making webinars, R&D, content of partner evenings), one hub manager (all-round coach of all employees, logistics), and one growth strategy manager (looks for opportunities to expand). Employees will be responsible for the day to day operations of their own UPlab and partner network (running an UPlab, acquiring and maintaining partners, CRM/ follow-up). In addition, in the six-month training period of the new employee before the opening of the own hub, the new employees will observe in another hub and collect partners for their own network. The logistics and content marketing will mainly be outsourced. Also, administration and financials are organized on an overhead level but not as a full-time occupation. The main driver to select employees for UPsports are their sales skills, sports background and enthusiasm, and motivation. No physiotherapist background is needed, as training will be provided during the first 6 months at UPpsorts. Yet, some medical knowledge is needed as this is claimed to be highly important for the medical partners.

Lastly, for the financial report the contribution margin, the P&L and the CAPEX were determined. The latter will be an investment of 140K each year. On hub level the revenue of one hub at maturity will be 583K, with the main costs being COGS (26%), payroll (25%), OPEX (4%), marketing (3,7% and 9% in the year of the opening of the hub). This sums up to an EBITDA of 41% for a hub at maturity. The overall P&L indicates a revenue stream that varies from 1.05mio (2021) to 6.79 mio (2030). In 2030 the EBITDA will amount to 33.4%, with the main costs being COGS (25%), payroll (33%), OPEX (6%) marketing (5%).

The third part of this report aimed to identify interesting geographical expansion opportunities that allow for repeatability. More specifically, a CAGE-analysis was performed in order to uncover the distances between Belgium and neighboring countries. The analysis revealed that the Netherlands offers interesting expansion opportunities, thus Utrecht and Eindhoven were selected as the two first cities to expand to as those revealed a relative high income, high population density and a relative high average of people regularly performing sports.

Next to those two recommendations, this report also looked at which countries, next to the Netherlands, would be interesting targets in the long-term. Germany and France both came out as favorable. Yet, the remark should be made that this will only be true in the long-term and if UPsports succeeds into reaching its milestones, defined for the different horizons. This also holds true for the ten-year plan in itself.

18. Limitations & Future Work

Some limitations and possible work points for the future practical implementation of the proposed recommendations in this report are summed up here. First, some limitations of this report are the following:

- The competitor analysis is a subjective analysis from an outside-in perspective because it is more important to consider how customers perceive UPsports than what it entails in reality. Although a more objective analysis was aimed for, the COVID-19 virus and the subsequent lockdown prevented mystery shopping at the competitor's location.
- As with all business plans, the business plan in this report does not reflect all aspects of the reality entirely. For example, the product mix that changes over the years depending on the customer groups attracted at that point in time. In addition, the business plan does not include an option for flexible pricing.
- In the business plan it was decided to employ a half time employee to ensure growth of UPsports. In reality, it should be evaluated if 1FTE is necessary.
- The doubling of hubs in Wallonia was not considered since this should be evaluated in reality. Probably, this will even happen before 2030.
- As this report is made to inform future investors about the basic generated profits and necessary investments, the financial plan is restricted to EBITDA calculations and the CAPEX needed.
- The strategic partnerships are not investigated into depth for three reasons. First, UPsports lacks decision power to reap the benefits of such collaborations. Second, UPsports should first position itself as an expert in their field. Third, resources should be focused on medical partners and customers at the beginning. However, strategic partners could be interesting in future.
- The lack of brand awareness was not checked in this research as this was stated by the management team and assumed as a fact. Nevertheless, the lack of brand awareness could have been questioned by making use of a quantitative research.

Some recommendations for future work for UPsports:

- All necessary efforts to follow **the connectivity strategy reinforce each other**, if one effort is lacking, others can suffer from this. For example, the content marketing with Nutshell is necessary to attract customers, create webinars and to establish loyal partnerships with medical partners at the same time. Although those costs are rather high, these are necessary efforts that should be undertaken.
- The brand awareness campaign cannot be done while cutting corners. It should be executed as a whole to reap the benefits.
- All elements of the connectivity strategy should not be taken for granted and should be implemented by the frontline for UPsports in order to succeed. More specifically, is necessary to invest the needed resources and commitment in UPsports to overcome current inhibitors and the 'on-off' management approach (Verweire, 2014). For this, a half-time employee should be hired who is responsible for **keeping the focus on the growth of UPsports**. The chose for an independent person is justified because of two reasons. First, as this person is decoupled from the current reality of UPsports, he/ she can be more objective and give an unbiased view which can help to overcome a status quo effect. Second, a planning bias can exist; an underestimation of the work that has to be done in order to get UPsports up and running. An extra half-time

employee can help focus those efforts. In sum, as was stated by Scott "It is essential to remember that an organization moves forward only when something is done – until that point everything is just words" (2008).

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Part VI: Appendix

Appendix A: Scripts of market research

Appendix A1: Script customer interview

Script Marktonderzoek: Huidige klanten

Goeiedag, u spreekt hier met Nina/ Louise/ Isabelle, studente aan de Vlerick Business School.

Spreek ik met mevrouw/ meneer X?

Ik werk momenteel samen met UPsport, het sport segment van Vigo, aan een project omtrent klanten tevredenheid. Ik zou het dan ook graag met u willen hebben over hun diensten zodat we kunnen bepalen wat beter kan in de toekomst. Klopt het dat u reeds een beroep heeft gedaan op de expertise van UPsport?

(pauze)

Zou ik u hieromtrent soms enkele vragen kunnen stellen? Dit zal slechts enkele minuten van uw tijd vragen maar een enorme meerwaarde betekenen voor ons onderzoek.

(pauze)

NEE: Zou ik u soms op een later moment mogen terugbellen om het hier eens over te hebben?

JA, maar doe het snel want ik heb niet veel tijd: Dat begrijp ik hebt u liever dat ik dan eens terug bel of dat ik nu snel enkele vragen stel?

JA: Super, dankjewel!

Om te beginnen zouden wij graag een zo duidelijk mogelijk beeld krijgen van de klanten van UPsport, we zouden u daarom enkele vragen willen stellen omtrent uw achtergrond.

- Wat is uw job & wat zijn uw interesses?
- Welke sport beoefent u & hoe vaak per week/maand?
- Zit u zelf in een club?
- Vindt u van uzelf dat u veel belang hecht aan uw sport?

U gaf daarnet aan dat u reeds een beroep hebt gedaan op UPsport, zou u eens chronologisch uw verhaal van A-Z of uw ervaring met UPsport kunnen vertellen? Daarmee bedoelen we:

Voor u met UPsport in contact bent gekomen?

- Hoe bent u met UPsport in contact gekomen?
- Wanneer hebt u besloten om naar UPsport te komen?
- Waarom bent u bij UPsport terechtgekomen?

Tijdens:

- Hoe verliep het contact met de werknemers daar?
- Wat vond u van de website?
- Wat was u algemeen gevoel bij UPsport?

Na:

- Zou u teruggaan?
- Heeft u het aan andere mensen aangeraden?

We zullen nu wat dieper ingaan op het UPsport segment van VIGO.

- INDIEN NIET BEANTWOORD IN CUSTOMER JOURNEY:
    - *Hoe bent u in de eerste plaats in contact gekomen met UPsport?*
    - *Zou ik u mogen vragen wat de reden was waarom u naar UPsport bent gegaan? (preventief, curatief, performance verhogend + wat hebben ze gedaan bij UPsport?)*

Heeft u ooit een beroep gedaan op andere sport labo's/ sportkledij?

- JA: Doet u dit nog steeds?
    - JA:
        - Hoe zou u UPsport vergelelijken met competitor X?
        - Kan u een voorbeeld geven van iets wat de competitor X beter deed/ slechter deed dan UPsport?
        - Waarom koos u voor bedrijf X?
    - NEE:
        - Hoe zou u UPsport vergelijken met competitor X?
        - Kan u een voorbeeld geven van iets wat competitor X beter/ slechter deed?
        - Waarom koos u dan uiteinelijk specifiek voor UPsport?
- NEE: Waarom koos u dan specifiek voor UPsport?

- Zou u zichzelf omschrijven als een loyale klant (op een schaal van 1-10)?
    - Heeft u reeds over UPsport gesproken met andere mensen of heeft u UPsport reeds aangeraden aan iemand?
        - JA: Wat heeft u hen toen vertelt?
        - NEE: Kan u aan de hand van een cijfer van 1-10 aangeven hoe geneigd u bent om UPsport aan mensen aan te raden?
- Stel dat u director zou zijn, wat zou u dan obv wat u nu weet als klant, veranderen aan UPsport? (projectieve techniek)

In de volgende laatste vragen zullen we wat dieper ingaan op uw verwachtingen ten aanzien van een centrum zoals UPsport.

- Wat vindt u belangrijk als u een beroep doet op een sport expertise centrum (zoals UPsports/ runnerslab)? (open vraag)
    - Als u nu zou moeten kiezen tussen volgende elementen, hoe zou u ze dan rangschikken, van meest belangrijk naar minst belangrijk.
        - Kwalitatieve sportkledij en materiaal
        - Medische kennis
        - Prijs
        - Goede (en persoonlijke) service

Dit was alles wat ik u wilde vragen. Ik wil u bedanken voor uw tijd en uw kostbare input.

Appendix A1: Script current partner interview

Script Marktonderzoek: Huidige partners

Goeiedag, u spreekt hier met Nina/ Louise/ Isabelle, studente aan de Vlerick Business School.

Spreek ik met mevrouw/ meneer X?

Ik werk momenteel samen met UPsport, het sport segment van Vigo, aan een project om de samenwerking tussen kines/dokters/osteo en UPsport te verbeteren. Ik zou het dan ook graag met u willen hebben over hun diensten zodat we kunnen bepalen wat beter kan in de toekomst. Klopt het dat u reeds heeft samengewerkt met UPsport en patienten naar hen heeft doorverwezen?

(pauze)

Zou ik u hieromtrent soms enkele vragen kunnen stellen? Dit zal slechts enkele minuten van uw tijd vragen maar een enorme meerwaarde betekenen voor ons onderzoek.

(pauze)

NEE: Zou ik u soms op een later moment mogen terugbellen om het hier eens over te hebben?

JA: Super, dankjewel!

Om te beginnen zouden wij graag een zo duidelijk mogelijk beeld krijgen van de partners die samenwerken met UPsport, waaronder uzelf. Ik zou u daarom enkele vragen willen stellen omtrent uw achtergrond.

- Welke patienten revalideert u voornamelijk?
- Bent u in bijberoep actief in een sportclub (zoals voetbalclub, atletiekclub)
- Bent uzelf een sporter en/of aangesloten aan een sportclub?

U gaf daarnet aan dat u reeds een beroep hebt gedaan op UPsport, zou u eens chronologisch uw verhaal van A-Z of uw ervaring met UPsport kunnen vertellen? Daarmee bedoelen we:

Voor u met UPsport in contact bent gekomen?

- Hoe bent u met UPsport in contact gekomen?
- Waarom en wanneer heeft u ervoor gekozen om patienten naar UPsport door te verwijzen? (weloverwogen keuze- expertise, locatie, ...)

Tijdens:

- Hoe verliep het contact met de werknemers bij UPsport?
- Wat was u algemeen gevoel bij UPsport?

Na:

- Zou u opnieuw patienten naar hen doorverwijzen?
- Bent u tevreden van hun dienstverlening naar de patienten toe?
- Heeft u hen al aan andere collega's aangeraden?

We zullen nu wat dieper ingaan op het UPsport segment van VIGO.

- INDIEN NIET BEANTWOORD IN CUSTOMER JOURNEY:
  - *Hoe bent u in de eerste plaats in contact gekomen met UPsport? (via patient, via UPsport, via collega's/ andere doctors, kine's)*

        - *Waarom heeft u ervoor gekozen uw patienten naar UPsport door te verwijzen?*
        - *Hoe verliep het contact met de werknemers van UPsport? (Magalie & Wim)*

- Welk type patient verwijst u door naar UPsport (hoeveel patienten worden er zoal doorverwezen en wat is hun profiel?)
    - Op basis van welke reden verwijst u patienten door naar UPsport (blessure, performance verhogend)
- Waarom verwijst u uw patienten door naar UPsport en niet naar een ander labo? (specifiek UPsport tov competitors)
- Zou u zichzelf omschrijven als een loyale partner van UPsport? Op een schaal van 0-10 en waarom?
    - Heeft u reeds over UPsport gesproken met collega's?
        - JA: Wat heeft u hen dan vertelt?
        - NEE: Kan u aan de hand van een cijfer van 0-10 aangeven hoe geneigd u bent om UPsport aan te raden aan collega's? + waarom
- Als je zelf director zou zijn van UPsports, wat zou je dan vanuit je perspectief als kine/osteo/sokter, veranderen aan UPsports?

We zullen nog een aantal laatste vragen overlopen over uw verwachtingen ten opzichte van een sportlabo.

- Op basis waarvan beslist u naar welk sportlabo u uw patienten doorverwijst? (beslissende factoren)
- In het algemeen, wat zijn uw verwachtingen ten opzichte van een samenwerking met een sportlabo? Wat vindt u belangrijk?
    - Indien u moest kiezen tussen de volgende vier elementen, wat vindt u dan het meest belangrijk in een samenwerking met een sportlabo?
        - Persoonlijk contact met de medewerkers
        - Goede follow-up van de patienten
        - Grondige medische expertise
        - Goede locatie

Dit is alles wat ik u wilde vragen. Ik wil u bedanken voor uw tijd en uw waardevolle input.

Appendix B: Interviews

Appendix B1: Interviews with customers

Person 1

- **Profile:** Person 1 was European champion in powerlifting in the past and is now an owner of a sportsfacility. She has two daughters who are both topsporters themselves, a teniser (19) and a runner (23). All three come to Vigo for insoles.
- **Needs**
  - "If I you would have to change something to UPsports, I would be more present in hospitals and other places where the painpoint originates. We were at the hospital and it would have been useful if we already knew about UPsports at that point."
  - "I was happy that they put a lot of effort in us."
  - "My daughter is a tennis player and she is in need of other and more specific analyses, more focusing on the knee load she is experiencing."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Price
  3. Good & personal service
  4. Qualitative sports apparel and material
- **Loyality score:** 8/10
- **Main take aways:**
  - They have not heard of UPsports yet.
  - They have not heard of steering gear yet and did not know UPsports offered this.

Person 3

- **Profile:** Person 3 is a 30 year old police officer who likes to do fitness and to run from time to time. She would not call herself an intensive sporter. She came to Vigo via her physiotherapists because she has a lot of injuries when doing sports and was in need of an analysis and insoles.
- **Needs**
  - "I went from the doctor, physiotherapist, to the orthopedic center and finally to Vigo."
  - "So then I came to Vigo and I had to sit in a waiting room, sitting next to someone having far more serious problems than me, for example people in a wheelchair, it was almost like my problem became irrelevant."
- **Ranking important factors of sport labs/ apparel:**
  1. Good & personal service
  2. Medical expertise
  3. Price
  4. Qualitative sports apparel and material
- **Loyality score:** 7.5/10
- **Main take aways**
  - She has not heard of UPsports yet.
  - Overall, she was satisfied with the expertise of UPsports.

Person 4

- **Profile:** Person 4 is 31 years old and works as an independent. She currently trains with a personal coach and thus sports at least two times a week: running, cardio and muscle-strengthing exercises. Because of instability in her pelvis she has had many injuries while training. Her personal trainer recommended her to go to Vigo for insoles.
- **Needs**
  - "I did not have to do any extensive analysis, so I had the feeling they never really went in depth with my problem."
  - "I you ask what I would change, I would recommend to improve the communication between Vigo and my personal coach to create more exchange of information."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel
  3. Good & personal service
  4. Price
- **Loyality score:** 7/ 10
- **Main take aways**
  - She came to Vigo because of the trustworthiness of the doctor recommending her.
  - Overall satisfied but she had the feeling UPsports never really went in-depth with her problem.

Person 5

- **Profile:** Person 5 is 31 year old independent owner of a driving school. He goes to the gym, runs and has a personal trainer. For him, doing sports is a way to relax and charge your batteries. He came to Vigo because of problems with his heel which prevented him from doing sports.
- **Needs**
  - "I give Magalie a 10/10. My insole was made but it was not entirely on point so I had to come back several times to improve it, they free up a lot time for me and were very flexible and committed to help me."
  - " If I would be manager of Vigo, I would also sell running shoes because now they recommended my shoes but I had to go to the competition (Runnerslab) to buy these shoes."
  - "I would describe myself as a loyal client since I would not go anywhere else, Vigo offered me THE solution with their insoles."
- **Ranking important factors of sport labs/ apparel:**
  1. Good and personal service
  2. Medical expertise
  3. Qualitative sports apparel and material
  4. Price
- **Loyality score:** 10/10, he would not go anywhere else since he is really satisfied with the insoles.
- **Main take aways**
  - He was happy with the services UPsports offers.

Person 6

- **Profile:** Person 6 is 25 years old and works as an HR consultant. She already plays hockey for 10 years in a club 3 times a week. Over the course of her sports career, she already has had many sport injuries. She came to UPsports with a chronic tibial inflamation.
- **Needs**
  - "Overall I am very satisfied because my tibial inflammation does not bother me any longer."
  - "I think a lot of people in my hockey club would benefit from doing an analysis with Vigo."
  - "I am a HR consultant and for me it was difficult to get there before 4p.m., which is their closing time and it is stupid to take a day off for a sports analysis."
  - "Another thing I would change is sending the people a reminder to renew their insoles."
  - "If I would have to change something, I would go for a more personal approach. Every time I went to Vigo, I have seen someone else."
  - "I would like to have some more advice with my analysis concerning my sport, like how I should optimize my performance by doing exercises."
- **Ranking important factors of sport labs/ apparel:**
  1. Good and personal service
  2. Medical expertise
  3. Qualitative sports apparel and material
  4. Price
- **Loyality score**: 7.5/10, she states that she is not aware of alternative solutions and thus comes to UPsports.
- **Main take aways**
  - She has not heard of 'UPsports' yet.

Person 10

- **Profile:** Person 10 works as a professor at a Flemish university. He already runs his entire life. As a kid, he experienced problems with his knees, which is why he needs insoles in his daily life and when doing sports. Another runner recommended him to go to Vigo.
- **Needs**
  - "I expect from a sports lab that there is a customized treatment."
  - "A point of improvement I would suggest is to be more present at different locations. For me it was a hurdle at first to go that far."
  - "I would have liked to get a reminder for my insoles, I think that the follow-up is an important aspect."
  - "I also went somewhere else before, I have the same customer satisfaction but I was better helped with the solution of Vigo."
  - "I think it is important you get a professional treatment and that the people working there have the expertise and knowledge to help you"
  - "I was happy with the good contact and the clear explanation during the screening."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Price
  4. Good and personal service
- **Loyality score:** He has only been to UPsports one time. Yet, he already recommended UPsports to another runner.
- **Main take aways**
  - He has not heard of UPsports yet.
  - Overall very satisfied with UPsports treatment.

Person 12

- **Profile:** Person 12 is 27 years old and likes to do sports every now and then. He started playing indoor soccer with his friends a while ago. When playing 2-3 times a week he got a tibial inflammation. He was sent through to UPsports by a specialist claiming his posture had something to do with his injury.
- **Needs**
  - "In comparison with the competitors the price is higher at Vigo, but they also offer better quality. Yet, my point of improvement would be lowering the price."
  - "At Vigo they have done an extensive analysis, they gave me advice to run more like this or that, to adapt my running style. In comparison with my previous insoles, the insoles of Vigo are better."
  - "If I can be honest, I am hesitating of going back because my tibial inflammation is not completely over."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Price
  3. Qualitative sports apparel and material
  4. Good and personal service
- **Loyality score:** Low, has already hesitated to go back since his problem is not entirely solved.
- **Main take aways:**
  - Although he states that price would be a barrier to return to UPsports, he scores medical expertise on number one.
  - Has never heard of UPsports.

Person 13

- **Profile:** Person 13 is 43 years old and runs regularly. Her daughter is active in a running club, which is why she joined the club as well. After a while she was confronted with a foot injury. She has been to many places, first a podiatrist and afterwards an orthoshop in her neighborhood but she was never really satisfied by the solution. She came to UPsports via her sports doctor.
- **Needs**
  - "Before Vigo, I already went to two other places but I was never really satisfied with their solution. The podiatrist was not customer-friendly and the orthoshop in my neighborhood was not specialized enough."
  - "I think it is important to be taken 'au-serieux'. When I had my injury, I had to be careful for 2 years when sporting. This might seem a small problem but for me it was a big one."
  - "Although I had a good experience with Vigo, I will go to a physiotherapist offering gait analysis in my neighborhood. Since it is always a long drive for me to go to Leuven."
  - "I expect from a sport lab that they look at the whole picture, that they do extensive analysis and not only look at one body part."
  - "I had the feeling that they really knew what they were doing."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Good and personal service
  3. Price
  4. Qualitative sports apparel and material
- **Loyality score:** 8/10
- **Main take aways:**
  - Although she scores herself an 8/10 for loyalty, she states that she will go to a physiotherapist offering analysis in her neighboorhood in the future. She experiences the travel distance as a barrier.

Person 14

- **Profile:** Person 14 is 55 years old and is active in his local recreational jogging club. He likes to bike to and from his job. He did not come to UPsports because of a sports injury, but has been wearing insoles his whole life.
- **Needs**
  - "I have been wearing insoles my whole life, I have been to podiatrists, Borginsoles and many other places and eventually I came into contact with Vigo."
  - "UPsports scared me at first when I received an email. Is it only for sporters? I also wear insoles in my daily life. I had the feeling UPsports was for people running marathons, not me. I think it is important that I do not feel uncomfortable at UPsports as a middle-aged athlete with a beer belly because I only need insoles."
  - "Although I am really satisfied, it is a huge hurdle to go so far. I think it is important to improve accessibility and availability."
  - "The information I receive differs every time I come into contact with other people of Vigo."
  - "Vigo advised me to buy a certain type of running shoe. When I came in the other store where they also execute analyses, they wanted me to do the analysis again."
  - "Their strongest point is their expertise of the people working there. This is also what convinced me during my first visit."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Good and personal service
  4. Price
- **Loyality score:** 8/10
- **Main take aways**
  - He has been to many other competitors (such as Borginsoles) but was never that satifsied.
  - Although he sports regularly and attaches a lot of importance to doing sports, he states that UPsports scares him since he only comes for insoles.
  - He mentioned the importance of service in his ranking of important factors. More specifically, he emphazized the importance of an approachable and accesible lab since distance can be a hurdle for him.

Person 17

- **Profile:** Person 17 is 16 years old and plays tennis on a high level. As she participates in competition, she is active in her tennisclub. Because of a reccuring injury, she was sent through to UPsports by her physiotherapist.
- **Needs**
  - "I had to wait a long time before I good do my screening."
  - "What I would improve? I would follow-up my clients more, ask them if everything is okay, if the problem is solved and whether there are any other wishes."
  - "UPsports seems very interesting, especially if you can on your specific sport together with specialists in the lab."
  - "I expect that there is a solution for my problem and that I can sport again without pain."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Good and personal service
  4. Price
- **Loyality score:** 8/10
- **Main take aways**
  - He mentioned to have had a good experience and friendly service at UPsports.
  - He has never heard of the name 'UPsports'.

Person 18

- **Profile:** Person 18 is a 28 year old PhD researcher at a Flemish university. She played basketball on competition level before and now she runs 3 to 4 times a week. After consultation with a physiotherapist for her sports injury, she came to Vigo for an analysis.
- **Needs**
  - "I think it is important that they show respect and that they take into account your sports background, your level and your goals.
  - "It was never really clearly communicated, from the moment that you get your insoles, what are the different steps that you need to take in the future. How often do you have to do a check-up, when do you have to call, if you feel pain or when it becomes worse?"
  - "I did not really know I had to do such an extensive analysis, running on a tread mill at 17 km/h. It would have been nice if this was communicated upfront."
  - "They gave me advice for both sports material as functional training. They showed a lot of expertise in both fields. They go one step further than just taking away the pain. Using the knowledge about functional training in the future, can be interesting"
  - "I feels like Vigo works very independently, sometimes even in isolation from others such as sports doctors, physiotherapists, … In general I do not know who to contact when? Do I first need to go to the doctor? Can I come with my problems to Vigo?"
  - "I do not really know what the normal way of contact is with Vigo. It is a small thing which makes that I will not call that easily because I do not know who I have to contact for my problem"
  - "I have never done such an extensive analysis, only 10 to 15% of what Vigo showed me I had already seen before. All the rest was new to me."
  - "Wow, I was impressed by the in-depth expertise they have."
  - "After two weeks I had to go back to Vigo to discuss my results together with the experts. This was very nice, I got a full explanation in understandable language"
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Good and personal service
  4. Price
- **Loyality score:** 8/10. Nevertheless, she mentions that if a more favorable alternative would appear there is a chance that she would change.
- **Main take aways**
  - She has already recommended UPsports to her fellow basketballers and is very satisfied.
  - She has not heard of the name 'UPsports' yet.
  - Before UPsports, she always went to another podiatrist. As the podiatrist changed his materials to less qualitative ones, she made the decision to change.

Person 20

- **Profile:** Person 20 is 54 years old and likes to do many types of sports, such as running in her free time. She was sent through by her chiropractor who told her she was in need of insoles.
- **Needs**
  - "I think the main strength of Vigo is that they have a personal approach. They really listened to my problem and I think in the future they should keep on doing that."
  - "It was very easy to make an appointment which was nice."
  - "I think it is important that they have a lot of expertise and that they are atletes themselves so that they can empathize better with the situation of the athlete."
  - "They adapted my insoles free of charge."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Good and personal service
  4. Price
- **Loyality score:** 7/10
- **Main take aways:**
  - She mentions that her chiropractor sends all his patients to Vigo (Eddy).
  - She has not heard of the name 'UPsports' before.

Person 21

- **Profile:** Person 21 is 37 years old and already plays soccer for 27 years. In the past he played soccer on a higher level (playing soccer 7 days a week), but now he plays on the level of "provinciale" (3-4 times a week). Since he was twenty years old, he had to wear insoles in his daily life. He came into contact with Vigo through his doctor and now has both insoles for his daily life as for doing sports. Before Vigo he has only been to one podiatrist.
- **Needs**
  - "Something I would maybe improve... The possibility to do the tests or analyses somewhere else because now I have to go to Leuven which is really far away for me"
  - "What would be interesting is that the UPsports lab would be linked to doctors and specialists and that there would be orthopedics present in the lab. In this way it would be possible to go in even more depth with the results of the analysis. This would also improve credibility of UPsports."
  - "When I go to a sports lab I expect to find a solution for my problem."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Good and personal service
  4. Price
- **Loyality score:** 9/10
- **Main take aways:**
  - It was mainly the doctor sending him through and his expertise and trustworthiness that convinced him to go to UPsports.
  - He has already recommended UPsports in his soccer club.
  - Although he is a regular customer of UPsports, he has only been to the lab once and now always orders his insoles by phone.

Person 22

- **Profile:** Person 22 is 37 years old and already wears insoles for his entire life. He came into contact with Vigo via his aunt who has a knee protheses from Vigo. As he took on running at that the time, he was also interested in doing a whole full body analysis.
- **Needs**
  - "The recommendations and conclusions from the analysis are not always consistent, every person I meet gives different advice. It is confusing if you always get different recommendations. "
  - "They never gave me any specific advice concerning my running style. Others, independently from Vigo advised me forefoot landing, which improved the pain in my knees."
  - "I was impressed by the extensive, qualitative and in-depth analysis. This is also what I would expect from a sports lab. I do not know another lab where doing such a thing."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Good and personal service
  4. Price
- **Loyality score:** No longer a customer but would recommend it since he states that he does not know another center doing such analysis.
- **Main take aways**
  - Today he is no longer a customer of UPsports. When training, he started having problems with his knees which is why he adapted his running style under the guidance of a specialist. Since then, he no longer needs to wear insoles.
  - He has not heard of the name 'UPsports' yet.
  - He was satisfied with the quality of the analysis.

Person 24

- **Profile:** Person 24 is 44 years old. She likes to do sports (running, fitness, ..) from time to time. Although not superintensive, she likes doing it as a way to relax. Because of a sports injury she started looking for solutions for over a year and has been to many places in order to find one (podiatrist, running shop, …). Eventually her doctor recommended her to go to UPsports.
- **Needs**
  - "Sport is really important to me. When I had my injury, I could not do proper sports for year. I went from pillar to post to find a solution."
  - "For me it is important that they listen to my story, my problem, where I come from, which sports I do, … It is important in a sports lab that I feel heard and that they take their time to help me."
  - "They gave me an overload on information, which was too much to handle all at once. It would have been useful to get something on paper to better understand the information and come back on it at home."
  - "It is really a plus that they take into account different aspects in the analysis. It is useful to analyze different instabilisations."
  - "The people working there had a lot of knowledge and striked me as passionate about sports."
  - "They gave me a lot of information which was sometimes difficult to understand for someone without a medical background."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Good and personal service
  3. Qualitative sports apparel and materials
  4. Price
- **Loyality score:** 8/10
- **Main take aways:**
  - She indicates that she finds good shoes and insoles more important than sportsapparel.
  - She has not heard of 'UPsports' yet.

Person 25

- **Profile:** Person 25 is 26 years old and a professional athlete. More specifically, she plays soccer in an international club. She came into contact with Vigo in her previous soccer club, with whom Vigo had a contract.
- **Needs:**
  - "I noticed that there are some struggles in the collaboration between UPsports and my personal physiotheraptist. I would improve on this if I were director of UPsports"
  - "I already got offered other insoles in my sportclub abroad, but they are not the same as those of Vigo. I flew back some days to get Vigo's insoles. Everything that UPsports has already offered me, really helped me in my sports career."
  - "I can always reach out to Wim. I have the feeling that they really want to help athletes."
  - "The strength of UPsports is that they look at different elements at once, the whole biomechanics of the body and how it is all interrelated. At competitors, they often only look at your feet statically while UPsports analyses while running."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Good and personal service
  4. Price
- **Loyality score:** 10/10
- **Main take aways:**
  - She is really satisfied about UPsports and the people working there.
  - She has UPsports insoles and steering gear.

Person 26

- **Profile**: Person 26 is 32 years old and runs 3 to 4 times a week. He has already run several sport events such as the 20km of Brussels and a marathon. Because of a sports injury, he came into contact with UPsports via his doctor.
- **Needs**
  - "There were some difficulties in the communication between my osteopath and UPsports."
  - "There was an overkill of information. Personally I am very interested in 'the why'; better understanding the results of the analysis. Having a small report to take home would have been nice."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Price
  4. Good and personal service
- **Loyality score:** He still needs to find out since he has only been recently. He states that his loyalty depends on the outcome (will it be effective or not?).
- **Main take aways**
  - He states that Wetteren is not easy to find via Google Maps.

Person 27

- **Profile:** Person 27 is 55 years old and works in an administrative job in HR. He runs 3 to 4 times a week and has even run a marathon. Because of a sports injury after the marathon, he came to UPsports after having seen some specialists. They recommended him to go to UPsports for analysis and insoles.
- **Needs**
  - "I like the people working in such a lab being really involved with sports themselves."
  - "At Runnerslab the material of the insoles was too hard, Vigo works with softer materials which gives more comfort and is better."
  - "I you want to keep on sporting, it is important to find a solution, at whatever price."
  - "For me it is important that the people working in such a lab have the expertise needed and that good technology is used. At UPsports they were really professional."
  - "I you want to keep on sporting, it is important to find a solution, at whatever price."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Good and personal service
  3. Qulitative sports apparel and material
  4. Price
- **Loyality score:** 8/10, would come back (for more analysis).
- **Main take aways:**
  - He has not heard of 'UPsports' yet.
  - He states to be satisfied about his experience with UPsports.

Person 28

- **Profile:** Person 28 is a 13 year old tennis player, playing at competition level. She attends the professional top sport school in Wilrijk and sports 6 to 7 times a week. She came into contact with UPsports in her search for a good supporting shoe.
- **Needs:**
  - "The results of my steering short will determine whether I will go back or recommend UPsports to anyone. We went to UPsports to find answers to our problems."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Good and personal service
  4. Price
- **Loyality score:** This will depend on the effectiveness of the solution. She has only been to UPsports recently.
- **Main take aways:**
  - She has found a good supporting shoe thanks to recommendations of UPsports.
  - She also bought steering gear at UPsports.

Person 29

- **Profile:** Person 29 is 46 years old and already sports his entire life: tennis, paddel, running, fitness. He is active member of his tennis club and came into contact with UPsports by actively looking on the internet. He was looking for a curative solution since he experiences a lot of injuries when doing sports.
- **Needs**
  - "When my friend said that Vigo is so big that you are treated as a number, I convinced him that this is not true at UPsports, it was a really personal approach."
  - "One of the reasons why I have chosen for UPsports is because it is closeby. Moreover it was easy to make an appointment. I just had to send an email and I got rapidly a reply from Magalie."
  - "I was positively surprised because four weeks after my analysis I was invited to go back for a check-up and adaptations for my insoles. After three months I also had to comeback but because of corona this was postponed. Magalie contacted me by phone to check up about this."
  - "Magalie introduced me to a chiropractor to loosen my pelvis, which I really liked. I have noticed that UPsports does not have a broad network of physiotherapists, doctors, … in south-east flanders. I was a director I would definitely improve this because if I never looked it up online by myself, I would have never come into contact with UPsports."
  - "A long time ago I have also been to the lab of UZ Ghent for insoles, but there the insoles were delivered by an independent podiatric, which was far less practical. I hear a lot of people in my tennisclub have to go to different places but UPsports offers the all-in-one solution for insoles."
  - "I had one injury after the other so I went actively looking on the internet for a solution. For me it is important that the complaints disappear."
  - "Nobody in south-east flanders does the analysis so in-depth. A static analysis does not mean anything for an athlete."
  - "What I find important when I go to a sports lab is that the people do everything to help you
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Qualitative sports apparel and material
  3. Good and personal service
  4. Price
- **Loyality score:** 8/10
- **Main take aways:**
  - He was very satisfied with the services of UPsports

Person 30

- **Profile:** Person 30 exercises different kinds of sports: mountainbike, running, soccer, … After having tried many things for over a year, and sport doctors claiming he should not wear insoles, he decided to go look for a solution himself.
- **Needs:**
  - "For a whole year I tried everything, I went to a lot of sport doctors, but nothing really helped my injury."
  - "I find it important that the people try to understand the what and how, this results in more trust."
  - "Going back? Yes, I think so because since I wear the insoles of UPsports I experienced less pain while sporting."
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Good and personal service
  3. Qualitative sports apparel and material
  4. Price
- **Loyality score:** Did not indicate a specific score
- **Main take aways:**
  - He was very satisfied about the expertise and the solution UPsports offered.

Person 31

- **Profile:** Person 31 is 46 years old and likes to run, hike and bike from time to time. She came into contact with Vigo via her doctor because of an injury.
- **Needs**
  - "The container in Sterrebeek? Is this temporary?"
- **Ranking important factors of sport labs/ apparel:**
  1. Medical expertise
  2. Good and personal service
  3. Qualitative sports apparel and material
  4. Price
- **Loyality score:** Did not indicate a specific score.
- **Main take aways**
  - She finds it important that people in a sportslab know what they are doing and have the right expertise.

Person 32

- **Profile**: Person 32 is a 23 year old professional athlete. As he sports very intensively, he has experienced many injuries. He came into contact with UPsports via the doctor of the athletics federation.
- **Needs**
  - "What I expect from a sports lab is that there is an individual approach. That you are not a number but that they treat you as a specific case."
  - "I really like the UPsports website, the only thing they still have to do is attracting people to the site. If I were the manager of UPsports, I would put more efforts into marketing."
  - "I really liked the follow-up. Wim planned fixed moments."
  - "I think that the fact that they do not sell running shoes is a strength because they can specialize in one aspect and they do not have the commercial image as others do have."
  - "I would score myself a 9/10 on loyalty because since the insoles I do not have my problem anymore. Before I had two times the same injury. "
  - "UPsports looks at the impact on your whole body. I got to do analyses before and after the insoles which were all done in a very objective and scientific way. UPsports really differentiates from the competitor by looking at the whole picture. It was reassuring to see the numbers of the analysis in front of you."
- **Ranking important factors of sport labs/ apparel:**
  1. Qualitative sports apparel and material
  2. Medical expertise
  3. Good and personal service
  4. Price
- **Loyality score:** 9/10, since he uses the UPsports insoles he has not experienced any problem yet.
- **Main take aways**
  - He was very satisfied and enthusiastic about UPsports

Person 33

- **Profile:** Person 33 is a 54 year old runner who likes to run 3 to 4 times a week. As he had been a client of Vigo already his whole life for daily insoles. He came into contact with UPsports because of a sports injury.
- **Needs**
  - "I would only come back if I have a problem"
- **Ranking important factors of sport labs/ apparel:** This wasn't scored by the customer because of a lack in time.
- **Loyality score:** This was not scored by the customer because of a lack in time.
- **Main take aways**
  - He mentioned that his main motive to come back to UPsports would be curative.

Appendix B2: Interviews with partners

Person 1

- **Profile:**
  - Person 1 was a sport physiotherapist but recently changed to general physiotherapist. In the past he was a physiotherapist at a sport club as a secondary occupation. He is still active in the local tennis and indoor football club.
- **Needs:**
  - "I only go to Vigo if I cannot help a patient any further. I would try everything first myself to resolve the problems before referring them to Vigo"
  - "I went to Runnerslab and it looked very nice and sporty in comparison with UPsport."
  - "At Vigo they get 10 results out of their analyses, while a competitor as Runnerslab only checks for the stride length."
  - "Vigo takes everything into account, also running, not only standing in a box."
  - "The reason why I do not send my patient to Borginsole anymore is because the price quality at Vigo is much better."
  - "When I cannot solve the problem myself, I sent my sport patients to Vigo"
  - "It is important that the medical expertise is good communicated to the physiotherapist"
  - "The reason why I do not send my patient to Borginsole anymore is because the price quality is much better at Vigo."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Personal contact
  3. Good follow-up
  4. Location
- **Loyality score:** 7/10
- **Main take aways:**
  - He is very satisfied with UPsport and perceives UPsports as the go to place for sporty people. He goes to UPsport as a last resort for his curative patients.

Person 2

- **Profile:**
  - Person 2 is an osteopath that has general patients that often have back and neck complaints. She is not connected to a sports club. In her free time she does recreational jogging and Pilates.
- **Needs:**
  - "One of the strong points of UPsport is that they make their insoles not only based upon standing in a box but doing a whole analysis."
  - "Wim lives in the neighborhood, he talked to me about UPsports, that's why I sent my patients to Wim from time to time"
  - "I am very satisfied with the communication with UPsport as I am in direct contact with Wim about my patients and this communication goes very smoothly."
  - "I send people to Wim and sometimes he also sends people to me."
  - "A lot of people think UPsport is only for athletes, but Wim ensured me that I could send all profiles. It is not approachable for the ordinary man."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Personal contact
  3. Good follow-up
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - She is very satisfied with Upsport and mainly refers curative patients. She refers all patients, also non-sportsmen.

Person 3

- **Profile:**
  - Person 3 is a doctor of chiropractic and a certified expert in exercise physiology, sports science and performance conditioning. He is also a personal coach. He treats top athletes as well as recreational athletes. In the past he was connected to sport clubs as AC Milan.
- **Needs:**
  - "I went to Vigo because I knew Eddy personally and there was a good personal collaboration."
  - "I did not go to Vigo for the expertise of Vigo; I went there for the expertise of Eddie, now that he is gone, I normally send my patients to him."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 5/10
- **Main take aways:**
  - He is very satisfied with Upsport, but especially with Eddy (a previous employee). Since Eddy opened his own practice, he refers patients to him. He only sends his patients to UPsport when Geel is too far for them.

Person 4

- **Profile:**
  - Person 4 is a physiotherapist, who treats both athletes as non-athletes as patients. He is connected to a sport club and has worked for RSC Anderlecht for 11 years. He sends his sport patients to UPsports for curative and preventive reasons.
- **Needs:**
  - "My experience is better with Vigo because they look at the entire leg or body, they do not only focus on the foot."
  - "I think it is nice that their insoles have such good quality."
  - "I think it is a pity that there are not a lot of locations where you can go to, this is very much a pain point, especially for my other sport patients. For my top athletes this is not a problem"
  - "The communication with Vigo was very smooth, we had intensive consultations 2 or 3 times per week."
  - "The consultation with Vigo is very important before an actual correction is made."
- **Ranking important factors sport lab:**
  1. Good follow-up
  2. Medical expertise
  3. Personal contact
  4. Location
- **Loyality score:** 8/10
- **Main take aways:**
  - He is very satisfied with Upsport, but finds the few locations a pain point.

Person 5

- **Profile:**
  - Person 5 is a sport physiotherapist and has mainly athletes as patients. He has worked as a physiotherapist for multiple sport clubs and is an active athlete himself. He refers his patients for preventive, curative and performance enhancing reasons.

- **Needs:**
  - "It is important that there is an organized way of communication; what information do I get from the analyses and what do I have to adjust or are there other things that I have to consider. There should be one personal communicator with the physiotherapists so that no results are lost."
  - "One of the decisive factors to go to a sport lab is that they have an objective screening."
  - "The steering gear and the insoles of UPsports are number one in the sports world"
  - "One of the main strengths of Vigo is that they are really professional, you notice that they know what they are talking about."
- **Ranking important factors sport lab:**
  1. Good follow-up
  2. Medical expertise
  3. Location
  4. Personal contact

- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied with Upsport. He said Vigo is very well known in the sports business.

Person 6

- **Profile:**
  - Person 6 is a physiotherapist with athletes and non athletes as patients. In the past he was connected to a sport club and is an athlete himself. He mainly sends his sport (recreational as professional) patients to UPsports for curative reasons.
- **Needs:**
  - "One of their main strengths is that there is a short line and that my patients are helped really quickly"
  - "When a patient comes for the first time I would not immediately recommend them to go to UPsports, first I would do everything in my power to help them inhouse."
  - "The communication goes smoothly as I know Wim personally. I think this is important as there is a 'short' line communication with Wim"
  - "You can see that the people of Vigo know their field of expertise very well and that they have a lot of experience, that is the reason why Vigo is my top pick."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied with UPsports. He is not going to send a patient immediatly to Vigo if the patient comes for the first time to his practise.

Person 7

- **Profile:**
  - Person 7 is a physiotherapist mainly focused on orthopedic and sports therapy. She mostly refers her patients for curative reasons and because they need to wear insoles.
- **Needs:**
  - "I like that there is always a professional approach as they always honor their agreements and there is a clear communication."
  - "Sometimes my patients do not have to do an analysis and only have to stand in a box to get their insoles, with my podiatrist they always do a complete analysis."
  - "The most important factor of a sports lab is the fact that they look at the whole problem, not only to the issue of the patient. They have to look to the cause in general."
  - "I send more of my patients to podiatrists because at Vigo I always have to work with different employees, there is not one face that I can rely on."
  - "I find communication about the patient really important and that there is a clear report in the end"
  - "One thing I would change would be a better follow up, my patients that go to a podiatrist always have to go back after six months for a follow up. I think it is better if there would be a strict follow up."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 7/10
- **Main take aways:**
  - Vigo does not always give a full analyses for insoles, with her podiatrist it is always the case that they give a full analysis.

Person 8

- **Profile:**
  - Person 8 is an osteopath with a diverse patient base, she treats athletes but mostly has patients with neck and back problems. Most of the time she sends patients (general patients not specific sport profiles) for curative or preventive reasons to Vigo. She gives lectures on prevention of injuries in the local sport clubs.
- **Needs:**
  - "A good analysis starts from the entire body not only the specific area of the body where there is an issue."
  - "The communication is very good with UPsports, most of the time I get a written report via e-mail and sometimes I get contacted by phone."
  - "I only send patients to Vigo when they live close by Vigo, because most of the time my patients live in the Kempen and this is too far away for most of them."
  - "UPsports' professional way of doing business is one of their main strengths."
- **Ranking important factors sport lab:**
  1. Good follow-up
  2. Medical expertise
  3. Personal contact
  4. Location
- **Loyality score:** 8/10
- **Main take aways:**
  - He is very satisfied with Upsport. However, there is no location of UPsport in the Kempen so she often sends patients to local podiatrists.

Person 9

- **Profile:**
  - Person 9 is a physiotherapist, most of his patients are sports people. He is head of medical staff at topvolley Belgium. He sends his patients to Vigo for preventive, curative and performance enhancing reasons.
- **Needs:**
  - "For me Vigo is not one of the first solutions that pop up in my mind when the treatment of a patient does not work. I will first do everything in my power to help them myself before looking at external input. Then, I only send my patients to a sport lab where they do a full body screening and have a better expertise and more resources than I have myself. If I send my patients to a sports lab it has to add value, not just for a report without surplus value."
  - "I send my patients to multiple competitors, not only to Vigo. But I also go to the competitors because I know the people there personally and find them very good at their job. It is more important for me to know the people in person so that I can be convinced of their expertise."
  - "I do not sent patients because I have a contract with them, I really look into the expertise and look for those places where my patient can be helped best"
  - "I decide myself what is best for a patient and based on this I will send my patients to a partner. It is not because a partner gives me a bottle of wine that I will send all my customers to them."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 3/10
- **Main take aways:**
  - He is satisfied with UPsport but goes to multiple labs. He comes to UPsports because he trust the people working there.

Person 10

- **Profile:**
  - Person 10 is an osteopath with all kinds of patients. He is connected to a basketball club. He sends sport patients and people with chronic back problems to Vigo.
- **Needs:**
  - "I see a lot of potential in UPsports, the expertise is there, and I like the way that they do the testing, you get a broad image of the full body."
  - "Vigo's strength is their experience, the medical expertise and research method."
  - "For me 'Vigo' is Magalie and Wim, they are skilled and have good expertise."
  - "Sometimes the communication is lacking. I had to do a bandage and was never called back. All employees should follow the same pattern; I get an e-mail, I immediately answer."
  - "It looks like the employees of Vigo do not follow the same plan of approach. My wife had to do a running analysis, when she got there she only had to stand in a box. In addition, I have sent an email once to UPsports and they forgot to answer it. Normally they always reply, which is really nice. So I think that when you get a mail you should reply fast."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score** : 8/10
- **Main take aways:**
  - He is very satisfied with UPsports. Vigo is for him Magalie and Wim.

Person 11

- **Profile:**
  - Person 11 is a physiotherapist and an osteopath in training. In the past he was connected to KAA Gent and RSC Anderlecht. He mainly sends people for curative reasons to UPsports.
- **Needs:**
  - "Everything is very good at UPsports. However, they should uncouple UPsports and the competitive atmosphere from the core of Vigo and the wheelchairs."
  - "I only have positive experiences with UPsports. They do a total screening of the body, not only the lower leg."
  - "The most important factor of sport analyses is that they go into details, not just a general analysis. They work with biomechanical screening, which is the reason why I go to UPsports."
  - "There is a smooth communication, I know them personally from RSC Anderlecht. I get feedback from Magalie, we have contact via phone and e-mail."
  - "The most important factor of sport analyses is that they go into details not just a general analysis. The people doing the analyses should be able to think analytical. For example, they should see in detail that when the lower back is not working sufficient and that the back is turning 3% less than normal that they can think analytic on how this can be due to a painful foot."
  - "They gave me a notebook where the physiotherapist can write his findings about the patient; if they have flat feet, etc."
  - "UPsport is always up to date with everything that is new and innovative, they are very progressive."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 9/10
- **Main take aways:**
  - He is very satisfied with UPsports.

Person 12

- **Profile:**
  - Person 12 is a chiropractor with a broad range of patients, but mostly sport people. He refers his patients to Vigo for curative, preventive and performance enhancing reasons.
- **Needs:**
  - "UPsport should profile themselves more as a sports lab. "
  - "For me a sports lab has to take into account the whole body, starting from the philosophy of steering instead of supporting. If a building is collapsing, it is not going to help if you support it. If you only support your foot than you will make the foot lazy, it should be fixed. Therefore, you should look at the whole body."
  - "UPsports has the best insoles."
  - "The contact with Magalie is fantastic. We are in contact via e-mail and phone."
  - "A beginning sportsman should also be able to go to UPsports."
  - "I come to UPsports because of the people that are working there and the philosophy that rules there, looking at steering instead of only supporting the body. I also have this view. "
  - "UPsports should be more visible by having more locations."
  - "You should build a whole service around the sportsmen's' needs, with this I mean: even more testing, everything the sportsman needs. This should not only be for the top athletes but also for young potentials and beginning athletes."
- **Ranking important factors sport lab:**
  1. Personal contact
  2. Good follow-up
  3. Medical expertise
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied with UPsports because of UPsports philosophy.

Person 13

- **Profile:**
  - Person 13 is an osteopath with a broad range of patients. He sends his patients to UPsports for curative, preventive and performance enhancing reasons. Often these patients are amateur athletes.
- **Needs:**
  - "It is good that they make the distinction between the sport segment and the general business of Vigo."
  - "I like it that they have a good analysis about the entire body not only the foot."
  - "I do not go to competitors anymore because of the dynamic insoles at UPsports and the clear report I get from Wim."
  - "If my patients come to me I help them with my own therapy but if this does not solve their problem entirely I refer quickly to UPsports"
  - "An UPsuit should be seen as a support, patients must also continue to exercise. This must be made very clear to the patients that such a suit does not solve everything."
  - "I am happy about the communication. I always get my reports before my patient comes back to me. As a result, I'm never in a tricky situation."
  - "One of the best things about UPsports is the information that you get from such an analysis."
  - "Everybody at Vigo is capable and gives a clear explanation."
  - "I am very happy about the service; they are very professional."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied with UPsports and their fantastic analysis.

Person 14

- **Profile:**
  - Person 14 is an osteopath. He mainly has patients with neck and back problems. He sends them to UPsports for curative reasons.
- **Needs:**
  - "If after treatment the problem comes back, I sent my patients to do an analysis at UPsports."
  - "I liked that Wim contacted me over the phone and that I could come to get a personal tour and explanation about everything that UPsports does."
  - "There is nobody better than Wim"
  - "The communication is good; I always get a report from Wim and sometimes we have contact over the phone."
  - "I also work with other podiatrists. But I like it more with Vigo that there is a two-way street, I send people to them and they also send people back to me."
  - "The employees of UPsports are motivated and professional."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Good follow-up
  3. Personal contact
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied with UPsports.

Person 15

- **Profile:**
  - Person 15 is a physiotherapist. He mainly has patients with neck and back problems, part of them are sportsmen and sportswomen . He sends them to UPsports for curative reasons.
- **Needs:**
  - “The decisive factor for going to a sport lab is the medical expertise and the qualitative end product.”
  - “The communication is good, it is clear, to the point, not too long, you know exactly what you can expect.”
  - “One of their strengths compared to competitors is that there is clear and immediate communication, they always immediately send their findings.”
  - “First, Vigo has sent a patient to me and then I have started referring patients back to Vigo.”-
  - “I often recommend my patients to go to Vigo but it is too far away.”
- **Ranking important factors sport lab:**
  1. Good follow-up
  2. Personal contact
  3. Medical expertise
  4. Location
- **Loyality score:** 8/10
- **Main take aways:**
  - He is very satisfied with UPsports but it is too far because he has his practice in the Kempen.

Person 16

- **Profile:**
  - Person 16 is an orthopaedical doctor. He mostly has sport patients with knee problems. He sends them to UPsports for curative reasons.
- **Needs:**
  - "I sent my regular patients to Vigo but my athletes to UPsports since I know the quality of the dynamic insole is better for sportsmen."
  - "I like the personal and close contact with the people at UPsports."
  - "Medical expertise is really important. I trust Wim and Magalie 100% in their expertise
  - "I believe that the medical aspect and expertise is more important than the commercial aspect of such a center nor the fact that they can offer an all-in-one solution"
  - "I like it that they send me a report with the results of my patient afterwards"
  - "I like to be informed about the treatment process of my patient and the results of the analysis"
  - "What I find important when I recommend my patients to go to a specialist is that it is approachable and has a good price-quality."
  - "UPsports once made a video which was really nice but than in the end Lukaku came in the picture and it seemed like UPsports is only meant for top athletes"
  - "Sometimes I sent my patients to competitors as I notice that location and distance needs to be convenient for my patients"
  - "I like the follow-up that my patients get and that they do a second screening in order to guarantee an optimal solution"
  - "I recently recommended UPsports to my colleagues but I must say that all doctors have their own network of referral so I am not sure they will follow my advice"
  - "It is not because people have an issue that they are automatically in need of steering gear"
  - "I recently recommended UPsports to my colleagues but I must say that all doctors have their own network of referral so I'm not sure they will follow my advice"
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Personal contact
  3. Good follow-up
  4. Location
- **Loyality score:** 9/10
- **Main take aways:**
  - He is very satisfied by UPsport.

Person 17

- **Profile:**
  - Person 17 is an orthopaedical doctor. He mostly has patients with foot problems and protheses, but also high-level athletes. He has been working with Vigo for 40 years.
- **Needs:**
  - "I find it important that my patients get a good and comprehensible explanation about the analysis at UPsports."
- **Ranking important factors sport lab:**
  1. Medical expertise
  2. Personal contact
  3. Good follow-up
  4. Location
- **Loyality score:** 10/10
- **Main take aways:**
  - He is very satisfied by Upsport.

Appendix B3: Interviews with experts

Jos Verschueren

Managing director Com together

Goal of the interview: General exploratory interview

Do you know any competition?
I do not know any Belgian brands that are selling such apparel. However, the US and the UK are already more advanced in this subject.

Marketing:
You should profile the brand as high end, by ambassadors. You could create an icon from a top athlete as Lukaku. However, the higher you aim the more expensive it gets. Therefore, you could use 'old' athletes, they will be less expensive or young potentials.

Sales:
To attract physiotherapists and osteopaths you could use sports magazines or sport websites.
Cyclist want to give money for everything.

International:
The top sports policy is much better in countries such as the Netherlands, France, Australia and the UK. They are more developed on subjects such as biomechanical screenings.

Olaf Spahl

Topsportdirecteur Belgian Olympic Interfederal Comite

Goal of the interview: International expansion

Opinion on biomechanical screenings: Biomechanical screenings are very important for a top athletes. They already use compression apparel, so the suits are very interesting but I should read more about it.

Geographical expansion: In Germany there is a major player for biomechanical screening: Simi motion. They do all the screenings for the top athletes. Simi motion is a major player worldwide, they were first in China and Eastern Europe. The latter location are investing a lot in bio mechanical screenings.

Authentic ambassadors: This is a very effective way of marketing, a lot of top athletes do this. Especially in the food market for food supplements this technique is used with top athletes. You should take into account a period of a macrocycle or a sport season to convince the athletes and to put everything on paper, this means 3 to 6 months depending on which sports.

Fysio Centrum Maastricht

Ingrid Lacroix

Goal of the interview: internationalization in the Netherlands

Is it possible to sell commercial goods as a physiotherapists? I can sell commercial goods such as support socks if I follow a course on how to measure it. For steering gear it is even more easy to sell, I do not need a course on it.

Opinion on biomechanical screenings: I am very interested in biomechanical screenings, but the practice I work in is not convinced by this. However, I could sell such suits if I wanted to in the practice. A physiotherapist in the Netherlands can have patients without a doctors prescription.

Sven Gondry

Ethics and law professor to physiotherapists

Goal of the interview: UPline at the physiotherapists

Is it legally to sell commercial goods for a physiotherapists?
In the 'rules of conduct for the physical therapist' there is no explicit prohibition on cumulating with commercial activities, but this is usually understood when it comes to abstaining from actions that could compromise professional independence, or undermine credibility.

Geert hendrickx

Osteopath

- **Goal of the interview:** Possibility of a sales model at physiotherapists practice
- **Is it legally possible to sell commercial goods in a physiotherapists or osteopaths practice?**
  It is possible to sell medical material as a physiotherapist or osteopath, you just have to report this to tax authorities. You can sell up to 20,000 euro without reporting VAT. Healthcare providers often do sell such products when there is an added value.
- **How do you see this sales model?**
  It would be good if I could make an order for my patients and that the Upshort is delivered at their home. I do not want any stock in my practice. I would like to have a commission of 20-30%.

Lieven Maesschalck

Move to Cure

Goal of the interview: Building a loyal network of partners

What is your opinion on biomechanical screenings and steering gear?
Biomechanical screenings are very interesting. The major challenge of the steering gear is that there is no medical evidence for it.

Sales:
A digital platform is necessary to build a network of loyal medical partners, where you can find patient files and ask for advice. It should be user friendly for the partners. Everything should be centered around the physiotherapist, there should be an added value for the them. It should be 'Lieven with UPsports' not 'UPSports with Lieven'.

Physiotherapists will be eager to sell such suits and shorts if they get a percentage on it.

The most important factor of getting the trust of medical partners is the credibility or the face who is behind UPsports.

Marketing:
The best promotor is the weakest animal. People with curative motives will tell everybody when they are helped. Word to mouth is very important.

Sportkinetics

Stijn Loos

Goal of the interview: network of medical partners and sales model

Opinion on biomechanical screenings:
Very positive! Interesting for amateur athletes: If it actually prevents injuries this is interesting for everybody. People are willing to pay 185euro for such a suit.

Network of loyal medical partners:
Education is the best. Physiotherapists are very interested in education as it very expensive normally, it costs 200euro for a 2 hour lecture. Congresses are less expensive but the guest speakers do not talk about the topic for a long time.

Selling of suits at the physiotherapists:
In principal this is an option. However, most physiotherapists cannot sell such suits in their practice. You can only sell suits if your practice is part of a corporation. Next too the fact that not all physiotherapist can do it. The suits should have proven their effect in research before we would want to offer it in our practices.

Quest lectures:
It costs 50euro an hour for a guest lecture and we foresee a preparation time of 5 hours, this implies a cost 300 euro per quest lecture.

Bodypoint

Wouter Verdickt

Goal of the interview: network of medical partners and sales model

Opinion on biomechanical screenings:
I think a screening can be interesting during a revalidation. However, the problem with screenings is that you can see a lot on them and most of it has nothing to do with the actual problem. Therefore, not really interested.

Loyal network of medical partners:

The most important thing is to express trustworthiness and of course tell a story where I believe in. I do think people often do not need insoles as much as they are prescribed today.

It is important that the workshops are worth your time as a physiotherapists does not have a lot of time.

Selling suits: It is not legal to sell products for a physiotherapist. Except if your practice is a corporate.

RevTraining

David Bombeke

- **Goal of the interview:** Testing the possibility for a future partnership with UPsports and how to build a loyal network of partners.
- **Opinion on biomechanical screening:** Within Rev Training, biomechanical screening is seen as an essential part of the approach. We attach a lot of importance to it. In addition, I believe it is really valuable for the recreative sportsmen as well, as biomechanical insight is a must for responsible training.
- **How to build a loyal network of partners:** I believe both education as earning a percentage on a product that physiotherapists ca sell are important factors. Firstly, education is necessary as a lot ofphysiotherapists or currently not aware about biomechanical screening. On the other hand, many physiotherapists are afraid of competition. Therefore it is crucial yhat UPsports is seen as a partner and not as competition. This is because many physiotherapists do screenings themselves. So they need to accept that this can be an addition to their own expertise.
- **Interest in selling the UPshorts?** I would say yes but of course this depends. For the moment, we do not have any experience wih stearing gear but if this proves to be an added value for our cutomers and athletes than we are open t doing this.

MoveUP

Giel Vanhouwaert

- **Goal of the interview:** Best practices to create a loyal network of partners
- **Partnership with medical partners:** In Belgium, we noticed that you can not possibly ignore the physiotherapists as there are so many and there is a good repayment system. Yet, this structure is not the same everywhere. For example, in the Netherlands after an operation you are only entitled to 10-12 'free' sessions, while in Belgium you get 60. I would recommend to take into account those differences when looking at geographical expansion possibilities. In addition, in the beginning we noticed some resistance of physiotherapists. We managed this by working with a licence that the hospital buys itself. That is, the hospital will promote the platform to its physiotherapists and convince them to join the MoveUp platform. We do not have to worry about this anymore.
- **What makes medical partners loyal?** You have to have good products, this will convince the physiotherapists. Of course, there are different profiles of physiotherapists, so you need to focus on the right ones. If you can show data and medical proof to the physiotherapist, they will be likely to stick around and be loyal. Results are really important.
- **How does the platform work, what is the cost to design it?** I have no idea how mich it costs, I have no technical details. In our system, it is the orthopedic surgent that gets a pasword and login via which they can join the online platform. They can only see something in the platform if they have a first patient. The patient gets a QR code on a paper after his/her surgery, if he/she scans this, they get automatically linked to the surgent in the system. Via this way the patient gets a first survey. If the orthpedic surgent works with physiotherapists from MoveUp, they also get automatically linked to them via the QR code, but if the surgent works with a physiotherapist outside the hospital the proces is different. Then the patient can click this option in the platform. The physiotherapist can only be linked, an thus part of the MoveUp system, when they have followed certain e-learnings.

Curafyt

Floris De Smet

- **Goal of the interview:** Best practices to create a loyal network of partners.
- **How to build a loyal network of partners?** Linking the advice to the product is really important. We noticed in our model that the clients were given the advice for specific food for their animal by their vetinary. Afterwards, they just bought it online. Therefore, we work with commissions. In this way the vetinary gets rewarded for his/ her advice. For your model, you can use the medical partners as ambassador for your product, as a channel. This channel can make the products more understandable and present for the customers, who can try them in combination with their therapy or try them on at the physiotherapist. In sum, you can convince them by giving a commision and making them believe in your story. They can be ambassadors thus creating a win-win situation.
- **The view of Floris De Smet in general:** You should ask yourself if you will really need these partners once you grow bigger. I addition when deciding on your go-to-market you should ask yourself if you would make the product more mainstream (B2C) or linked to the curative element, thus via medical partners (B2B). What is the science behind the product? Is it that you will target on “improving the sports performance” (B2C) or “a solution to your medical problem” (B2B)? In general, you should decide on how you this model work on the long term. Physiotherapists like something new, they like to be a pioneer.

Upgrade Estate

Julie Dujardin

- **Goal of the interview:** Best practices of a connectivity-based business model.
- **How to guarantee connectivity with the employees?** Upgrade Estate is really accesible for its employees; we organize lunch and learns where different departements inform each other on what they are working on and where they inspire each other; coaches can monthly sign up for Upworkshops and follow trainings. In addition, every two years we organize a ‘MedeMerkersMeeting’ in which the two founders and the management team organize a meeting for all employees to gather their input and vision on Upgrade Estate. Also, for the coaches that are located in different locations, a community coach is appointed who is actually ‘The head of coaches’ that manages the other coaches. He/she moves from location to location and works out overall projects on a higher level. Actually, a key element to guarantee connectivity is the Upgrade Academy, in which employees are ‘required’ to see each other again on a regular basis. This Academy is located in a central location, accesible for all stakeholders. Some other elements in our connectivity model are; a newsletter for all employees every two weeks to update everybody an new events or to give the opportunity for the employees to write something in this newsletter; a facebook group.
- **How to implement a refferal/loyalty program without becoming to commercial?** This is a program for all stakeholders in the Upgrade network, also employees: if you can attract someone to Upgrade Estate (by reffering him/her), you get ’UPIES’. The ’UPIES’ are actually a virtual currency. The person can save up the ’UPIES’ and can then spent it on a nice gift card (Bongo, nice event, restaurant in the Upgrade Estate network of stakeholders) or they can donate the sum of the ‘UPIES’ to a charity.
- **How to guarantee connectivity with partners?** Again, this happens via physical events organised on the Upgrade Academy. Everybody (investors, students, employees) can get invited to Upgrade Academy events. It is important to take the perspective of another stakeholder group from time to time and to really connect. In addition, we are working on a login page. In the future, when logging in, you immediatly see the loyalty program. This serves as a nudge or an incentive to attract new people to Upgrade Estate. As the digital platform is not yet fully implemented, we mainly communicated via mailing, which is an automated program.
- **What is the CRM program that Upgrade Estate uses?** We work with teamleader and as an add-on for the automated mailing we work with mailchimp. However, I would not entirely recommend working with this program as we still experience some problems with it. It is not easy to find the perfect program, we are still looking out for such an ideal program.
- **What is the key success factor of Upgrade Estate?** It is crucial to invest in connectivity with all stakeholder and to focus on building relations on the long-term. Customer intimacy is part of every layer of the organisation, everybody breaths the values and knows them by heart. If we recruit people, we focus for 50% on the capabilities and skills of the person, but 50% is based upon the personality of the person. We are looking for extraverted, open people. When onboarding a new employee, the first weeks/month is full of trainings and workshops in which the employee learns about the values and gets trained. New employees are immediatly made responsible of one building. ‘A flying coach’ will be responsible for the training all new employees.

Esign

Matthias Stevens; Emma De Jager

- **Goal of the contact moment:** Testing the potential for future collaboration on the development of the website and the social media campaign.
- **Website:** They would be interested in a future collaboration. The costs for the changes are estimated between €6,500-10,000.
- **Social media campaign:** The costs for the online marketing, excluding the costs per click for social media channels, are estimated on €5,610. This is an estimated yearly cost and can highly change depending upon the lengths of the project and the media budget that is not yet included.

Nutshell

Sabine Rosseels

- **Goal of the interview:** Best practices of content marketing and investigating possible future partnership for the marketing campaign.
- **What is content marketing?** The reality of marketing has changed since the customer has become highly connected and digitization/social media are playing a more prominent role. Because of these new channels, companies are challenged to interact with their customers in a different way. The focus should be on reach and interaction. Content marketing differs from traditional marketing in that sense that it is more strategically oriented and offers content to the customer depending on their stage in the buying cycle. It is about starting a dialogue with the customers. Everybody can become ambassador of the content that spreads. This is, because people will find it more relevant to share an e-book that is relevant to them, than a simple slogan of a company. In addition, a difference should be made between earned, owned, shared and paid media. Content marketing plays a role in the shared media chanel but mainly in the owned media channels. The website should be the central part of the marketing approach, as this is the only channel the company is still in control, on which relevant content is posted. Therefore every social media post should entail a CTA that makes it possible to click through to the website.
- **How long do the preparation for such a campaign take?** Normally, first we work out a marketing strategy for the company; what is the unique selling proposition, how do you want to reach them and what content will be used to do so? This normally takes up to 2-3 months, in which we work out a plan for a year. Yet, we also need to create the content which we do in a team that we put together especially for the campaign.
- **What is the estimated cost?** It is really difficult to give an estimate on the costs since this highly depends upon the content that is already available and the vision/ideas of the company. If we would have to give an estimate, this would be €10,000 for the first part (namely the marketing strategy) and 50,000 for the content creation in itself. It should be mentioned however that such content marketing is a long term effort of which you only reap the benefits after a while.

SmartEducation

Stijn De Mot

- **Goal of contact moment:** Testing the possibility for UPsports to organize a webinar on their platform.
- **Interest level:** On this moment we are not fully interested in a collaboration with UPsports. However, we indeed organize many online courses.

Appendix C: Need statements

Appendix C1: Need statements customers

1) The need for sensibilization

- *"I think a lot of people in my hockey club would benefit from doing an analysis with Vigo."* - Person 6
- *"If I were director of UPsports, I would create more awareness for athletes about the importance of checking your posture regularly. I would organize workshops, lectures and go on the road."* - Person 23
- *"I would only come back if I have a problem"* - Person 33
- *"I really like the UPsports website, the only thing they still have to do is attracting people to the site. If I were the manager of UPsports, I would put more efforts into marketing."* - Person 32

2) The need for UPsports to come earlier in the picture

- *"I went from the doctor and the physiotherapist, to the orthopedic center and finally to Vigo."* - Person 3
- *"Before Vigo, I already went to two other places, but I was never really satisfied with their solution. The podiatrist was not customer-friendly and the orthoshop in my neighborhood was not specialized enough."* - Person 13
- *"I have been wearing insoles for my whole life, I have been to podiatrist, Borginsoles and many other places and eventually I came into contact with Vigo."* - Person 14
- *"Sport is really important to me. When I had my injury, I could not do proper sports for a year. I went from pillar to post to find a solution."*- Person 24
- *"For a whole year I tried everything, I went to a lot of sport doctors, but nothing really helped my injury."*- Person 30

3) The need for a sporty atmosphere

- *"So, then I came to Vigo and I had to sit in a waiting room, sitting next to someone having far more serious problems than me, for example people in a wheelchair, it was almost like my problem became irrelevant."* - Person 3
- *"I like the people working in such a lab being really involved with sports themselves."* - Person 27
- *"The container in Sterrebeek? Is this temporary?"* - Person 31
- *"I think it is important that they have a lot of expertise and that they are athletes themselves so that they can empathize better with the situation of the athlete."* - Person 20

4) The need to recognize your profile in UPsports

- *“UPsports scared me at first when I received an email. Is it only for athletes? I also wear insoles in my daily life. I had the feeling UPsports was for people running marathons, not me. I think it is important that I do not feel uncomfortable at UPsports as a middle-aged athlete with a beer belly because I only need insoles.”* - Person 14

5) The need for empathy: every case should be treated personally and seriously

- *“I was happy that they put a lot of effort in us.”* - Person 1
- *“I did not have to do any extensive analysis, so I had the feeling they never really went in depth with my problem.”* - Person 4
- *“I give Magalie a 10/10. My insole was made but it was not entirely on point so I had to come back several times to improve it, they freed up a lot of time for me and were very flexible and committed to help me.”* - Person 5
- *“I expect from a sports lab that there is a customized treatment.”* - Person 10
- *“At Vigo they have done an extensive analysis, they gave me advice to run more like this or that, to adapt my running style. In comparison with my previous insoles, the insoles of Vigo are better.”* - Person 12
- *“I think it is important to be taken ‘au-serieux’. When I had my injury, I had to be careful for 2 years when sporting. This might seem a small problem but for me it was a big one.”* -Person 13
- *“I think it is important that they show respect and that they take into account your sports background, your level and your goals.”* - Person 18
- *“I think the main strength of Vigo is that they have a personal approach. They really listened to your problem and I think in the future they should keep on doing that.”* - Person 20
- *“I felt really welcome at UPsports, they listened to me. I think it is important in a sports lab that you do not feel like a number and that there is a personal approach.”* - Person 23
- *“For me it is important that they listen to my story, my problem, where I come from, which sports I do etc. It is important in a sports lab that I feel heard and that they take their time to help me.* - Person 24
- *“I like the people working in such a lab being really involved with sports themselves.”* - Person 27
- *“When my friend said that Vigo is so big that you are treated as a number, I convinced him that this is not true at UPsports, it was a really personal approach.”* - Person 29
- *“What I find important when I go to a sports lab is that the people do everything to help you”* - Person 29
- *“I find it important that the people try to understand the what and how, this results in more trust.”* - Person 30

6) The need for accessibility (location/opening hours)

- *"I am a HR consultant and for me it was difficult to get there before 4p.m., which is their closing time and it would be stupid to take a day off for a sports analysis."* - Person 6
- *"A point of improvement I would suggest is to be more present at different locations. For me it was a hurdle at first to go that far."* - Person 10
- *"Although I had a good experience with Vigo, I will go to a physiotherapist offering gait analysis in my neighborhood. Since it is always a long drive for me to go to Leuven."* - Person 13
- *"Although I am really satisfied, it is a huge hurdle to go so far. I think it is important to improve accessibility and availability."* - Person 14
- *"I had to wait a long time before I good do my screening."* - Person 17
- *"It was very easy to make an appointment which was nice."* - Person 20
- *"Something I would maybe improve... The possibility to do the tests or analyses somewhere else because now I have to go to Leuven which is really far away for me"* - Person 21
- *"One of the reasons why I have chosen for UPsports is because it is close by. Moreover, it was easy to make an appointment. I just had to send an email and I got rapidly a reply from Magalie."* - Person 29

7) The need for a personal and well-communicated follow-up

- *"Another thing I would change is sending the people a reminder to renew their insoles."* -Person 6
- *"I would have liked to get a reminder for my insoles, I think that the follow-up is an important aspect."* - Person 10
- *"What I would improve? I would follow-up my clients more, ask them if everything is okay, if the problem is solved and whether there are any other wishes."* - Person 17
- *"It was never really clearly communicated, from the moment that you get your insoles, what are the different steps that you need to take in the future. How often do you have to do a check-up, when do you have to call, if you feel pain or when it becomes worse?"* - Person 18
- *"I was positively surprised because four weeks after my analysis I was invited to go back for a check-up and adaptations for my insoles. After three months I also had to comeback but because of corona this was postponed. Magalie contacted me by phone to check up about this."* - Person 29
- *"I really liked the follow-up. Wim planned fixed moments."* - Person 32

8) The need for upfront clear communication about what to expect

- *"I did not really know I had to do such an extensive analysis, running on a tread mill at 17 km/h. It would have been nice if this was communicated upfront."* - Person 18

9) The need for consistency (faces/ advices/ screenings)

- *"If I would have to change something, I would go for a more personal approach. Every time I went to Vigo, I have seen someone else."* - Person 6

- *"The information I receive differs every time I come into contact with other people of Vigo."* - Person 14

- *"The recommendations and conclusions from the analysis are not always consistent, every person I meet gives different advice. It is confusing if you always get different recommendations."* - Person 22

10) The need for practical and implementable advice

- *"I would like to have some more advice about my analysis concerning my sport, like how I should optimize performance by doing exercises."* - Person 6

- *"They gave me advice for both sports material as functional training. They showed a lot of expertise in both fields. They go one step further than just taking away the pain. Using the knowledge about functional training in the future, can be interesting"* - Person 18

- *"What would be interesting is that the UPsports lab would be linked to doctors and specialists and that there would be orthopedics present in the lab. In this way it would be possible to go in even more depth with the results of the analysis. This would also improve credibility of UPsports."* - Person 21

- *"They never gave me any specific advice concerning my running style. Others, independently from Vigo advised me forefoot landing, which improved the pain in my knees."* - Person 22

11) The need for a more holistic approach

- *"If I would be manager of Vigo, I would also sell running shoes because now they recommended my shoes, but I had to go to the competition (Runnerslab) to buy these shoes."* - Person 5

- *"Vigo advised me to buy a certain type of running shoe. When I came in the other store where they also execute analyses, they wanted me to do the analysis again."* - Person 14

- *"Compared to competitors, I see Vigo only as an expert for insoles. At Nottebohm people can do more extensive analyses like VO2max tests, etc. There you can do everything on one day in one place."* - Person 23

- *"A long time ago, I have also been to the lab of UZ Ghent for insoles, but there the insoles were delivered by an independent podiatrist, which was far less practical. I hear a lot of people in my tennis club have to go to different places but UPsports offers the all-in-one solution for insoles."* - Person 29

12) The need for a well-managed network of doctors, podiatrists, physiotherapists, etc.

- *"I you ask what I would change, I would recommend improving the communication between Vigo and my personal coach to create more exchange of information."* - Person 4

- *"I feel like Vigo works very independently, sometimes even in isolation from others such as sports doctors, physiotherapists, etc. In general, I do not know who to contact when? Do I first need to go to the doctor? Can I come with my problems to Vigo?"* - Person 18

- *"I noticed that there are some struggles in the collaboration between UPsports and my personal physiotherapist. I would improve on this if I were director of UPsports"* - Person 25

- *"There were some difficulties in the communication between my osteopath and UPsports."* - Person 26

- *"Magalie introduced me to a chiropractor to loosen my pelvis, which I really liked. I have noticed that UPsports does not have a broad network of physiotherapists, doctors, etc. in South-East Flanders. If I was the director, I would definitely improve this because if I never looked it up online by myself, I would have never come into contact with UPsports."* - Person 29

13) The need for a more tailored approach (to the specific sport)

- *"My daughter is a tennis player and she is in need of other and more specific analyses, more focusing on the knee load she is experiencing."* - Person 1

- *"UPsports seems very interesting, especially if you can on your specific sport together with specialists in the lab."* - Person 17

- *"I only go to Vigo for specific analysis for my insoles. For a bike fitting analysis or other biking analyses, I go to another lab."* - Person 23

14) The need for an approachable frontline

- *"I do not really know what the normal way of contact is with Vigo. It is a small thing which makes that I will not call that easily because I do not know who I have to contact for my problem"* - Person 18

- *"I can always reach out to Wim. I have the feeling that they really want to help athletes."* - Person 25

15) The need for a good price-quality

- *"In comparison with the competitors the price is higher at Vigo, but they also offer better quality. Yet, my point of improvement would be lowering the price."* - Person 12

- *"I you want to keep on sporting, it is important to find a solution, at whatever price."* - Person 27

16) The need for an in-depth full-body analysis

- *"I expect from a sports lab that they look at the entire picture, that they do extensive analysis and not only look at one body part."* - Person 13
- *"I have never done such an extensive analysis, only 10 to 15% of what Vigo showed me I had already seen at competitors. All the rest was new to me."* - Person 18
- *"I was impressed by the extensive, qualitative and in-depth analysis. This is also what I would expect from a sports lab. I do not know another lab where they do such an extensive analysis."* - Person 22
- *"It is really a plus that they consider different aspects in the analysis. It is useful to analyze different instabilities."* - Person 24
- *"The strength of UPsports is that they look at different elements at once, the whole biomechanics of the body and how it is all interrelated. At competitors, they often only look at your feet statically while UPsports analyses while running."* - Person 25
- *"Nobody in South-East Flanders does the analysis so in-depth. A static analysis does not mean anything for an athlete."* - Person 29
- *"UPsports looks at the impact on your entire body. I got to do analyses before and after the insoles which were all done in a very objective and scientific way. UPsports really differentiates from the competitor by looking at the whole picture. It was reassuring to see the numbers of the analysis in front of you."* - Person 32

17) The need for medical expertise of the frontline

- *"I think it is important you get a professional treatment and that the people working there have the expertise and knowledge to help you"* - Person 10
- *"I had the feeling that they really knew what they were doing."* - Person 13
- *"Their strongest point is their expertise of the people working there. This is also what convinced me during my first visit."* - Person 14
- *"Wow, I was impressed by the in-depth expertise they have."* - Person 18
- *"I think it is important that they have a lot of expertise and that they are athletes themselves so that they can empathize better with the situation of the athlete."* - Person 20
- *"For me it is really important that the people in such a sports lab know what they are doing, and this is translated in a good service."* - Person 23
- *"The people working there had a lot of knowledge and strike me as passionate about sports."* - Person 24
- *"For me it is important that the people working in such a lab have the expertise needed and that good technology is used. At UPsports they were really professional."* - Person 27

18) The need for an effective solution

- *"I would describe myself as a loyal client since I would not go anywhere else, Vigo offered me THE solution with their insoles."* - Person 5
- *"Overall I am very satisfied because my tibial inflammation does not bother me any longer."* - Person 6
- *"I also went somewhere else before, I have the same customer satisfaction, but I was better helped with the solution of Vigo."* - Person 10
- *"If I can be honest, I am hesitating of going back because my tibial inflammation is not completely over."* - Person 12
- *"I expect that there is a solution for my problem and that I can go sporting again without pain."* - Person 17
- *"When I go to a sports lab, I expect to find a solution for my problem."* - Person 21
- *"I go to Vigo to find a solution for my problem."* - Person 23
- *"I already got offered other insoles in my sports club abroad, but they are not the same as those of Vigo. I flew back some days to get Vigo's insoles. Everything that UPsports has already offered me, really helped me in my sports career."* - Person 25
- *"At Runnerslab the material of the insoles was too hard, Vigo works with softer materials which gives more comfort and is better."* - Person 27
- *"I you want to keep on sporting, it is important to find a solution, at whatever price."* - Person 27
- *"The results of my steering short will determine whether I will go back or recommend UPsports to anyone. We went to UPsports to find answers to our problems."* - Person 28
- *"I had one injury after the other, so I went actively looking on the internet for a solution. For me it is important that the complaints disappear."* - Person 29
- *"Going back? Yes, I think so because since I wear the insoles of UPsports I experienced less pain while sporting."* - Person 30
- *"I would score myself a 9/10 on loyalty because since the insoles I do not have my problem anymore. Before I had two times the same injury."*- Person 32

19) The need for specialization

- *"I think that the fact that they do not sell running shoes is a strength because they can specialize in one aspect and they do not have the commercial image as others do have."* - Person 32

20) The need for a clear and comprehensible medical explanation

- *"I was happy with the good contact and the clear explanation during the screening."* - Person 10
- *"After two weeks I had to go back to Vigo to discuss my results together with the experts. This was very nice, I got a full explanation in understandable language."* - Person 18
- *"Getting an understandable and non-expert level explanation for a medical problem is important."* - Person 23
- *"They gave me a lot of information which was sometimes difficult to understand for someone without a medical background."* - Person 24
- *"They gave me an overload on information, which was too much to handle all at once. It would have been useful to get something on paper to better understand the information and come back on it at home."* - Person 24
- *"There was an overkill of information. Personally, I am very interested in 'the why'; better understanding the results of the analysis. Having a small report to take home would have been nice."* - Person 26

Appendix C2: Need statements partners

1) Need for an in-depth full body & scientific analysis on the patient

- *"At Vigo they get 10 results out of their analyses, while a competitor as Runnerslab only checks for the stride length."* – Person 1
- *"One of the strong points of UPsports is that they make their insoles not only based upon standing in a box but doing an entire analysis."* – Person 2
- *"Vigo takes everything into account, also running, not only standing in a box."* – Person 1
- *"My experience is better with Vigo because they look at the entire leg or body, they do not only focus on the foot."* – Person 4
- *"One of the decisive factors to go to a sports lab is that they have an objective screening."* - Person 5
- *"Sometimes my patients do not have to do an analysis and only have to stand in a mousse to get their insoles, with my podiatrist they always do a complete analysis."* – Person 7
- *"The most important factor of sports lab is the fact that they look at the entire problem, not only to the issue of the patient. They have to look to the cause in general."* – Person 7
- *"A good analysis starts from the entire body not only the specific area of the body where there is an issue."* -Person 8
- *"I only send my patients to a sports lab where they do a full body screening"* - Person 9
- *"I see a lot of potential in UPsports, the expertise is there, and I like the way that they do the testing, you get a broad image of the full body."* – Person 10
- *"Vigo's strength is there experience of the medical expertise and the research method."* – Person 10
- *"I only have positive experiences with UPsports. They do a total screening of the body not only the lower leg."* – Person 11
- *"The most important factor of sports analyses is that they go into details not just a general analysis. They work with biomechanical screenings, which is the reason why I refer to UPsports."* – Person 11
- *"For me a sports lab has to take into account the entire body, starting from the philosophy of steering instead of supporting. If a building is collapsing, it is not going to help if you support it. If you only support your foot than you will make the foot lazy, it should be fixed. Therefore, you should look at the entire body."* - Person 12

2) The need for a last resort

- *"I <u>only</u> go to Vigo if I cannot help a patient any further. I would try everything first myself to resolve the problems before referring them to Vigo"* – Person 1

- *"When a patient comes for the first time I would not immediately recommend them to go to UPsports, first I would do everything in my power to help them inhouse."* – Person 6

- *"For me Vigo is not one of the first solutions that pop up in my mind when the treatment of a patient does not work. I will first do everything in my power to help them myself before looking at external input. Then, I only send my patients to a sports lab where they do a full body screening and have a better expertise and more resources than I have myself. If I send my patients to a sports lab it has to add value not just for a report without surplus value."*- Person 9

3) The need for a sport image

- *"I went to Runnerslab and it looked very nice and sporty in comparison with UPsports."* – Person 1

- *"UPsports should broaden their expertise with extra analyses and becoming an independent business unit from Vigo, centered around sports."* – Person 5

- *"Everything is very good at UPsports. However, they should uncouple UPsports and the competitive atmosphere from the core of Vigo and the wheelchairs."* – Person 11

- *"UPsports should profile themselves more as a sports lab."* - Person 12

- *"It is good that they make the distinction between the sport segment and the general business of Vigo."* – Person 13

4) The need for good quality insoles & steering gear

- *"The reason why I do not send my patient to Borginsole anymore is because the price quality is much better at Vigo."* – Maarten Thaels

- *"I think it is nice that their insoles have such good quality."* – Person 4

- *"The steering gear and the insoles of UPsports are number one in the sports world"* - Person 5

- *"The decisive factor for going to a sports lab is the medical expertise and the qualitative end product."* – Person 15

- *"UPsports has the best insoles."* - Person 12

- *"I do not go to competitors anymore because of the dynamic insoles at UPsports and the clear report I get from Wim."* – Person 13

- *"I sent my regular patients to Vigo but my athletes to UPsports since I know the quality of the dynamic insole is better for sportsmen."* – Person 16

5) The need for a personal connection with the people at UPsports/ good relationship with one face/ short line

- *"Wim lives in the neighborhood, he talked to me about UPsports, that is why I sent my patients to Wim from time to time"* - Person 2
- *“I went to Vigo because I knew Eddie personally and there was a good personal collaboration.”* – Person 3
- *“The communication goes smoothly as I know Wim personally. I think this is important as there is a ‘short’ line communication with Wim”* – Person 6
- *“I send more of patients to podiatrists because at Vigo I always have to work with different employees, there is not one face that I can rely on.”* – Person 7
- *“I send my patients to multiple competitors not only to Vigo. I like Vigo because it is good as whole. But I also go to the competitors because I know the people there personally and find them very good at their job. It is more important for me to know the people in person so that I can be convinced by their expertise.”* – Person 9
- *“For me ‘Vigo’ is Magalie and Wim, they are skilled and have good expertise.”* – Person 10
- *“There is a smooth communication, I know them personally from RSC Anderlecht. I get feedback from Magalie we have contact by phone and e-mail."*– Person 11
- *“The contact with Magalie is fantastic. We are in contact via e-mail and phone.”* – Person 12
- *“I come to UPsports because of the people that are working there and the philosophy that rules there, steering instead of only supporting the body"*– Person 12
- *“I liked that Wim contacted me over the phone and that I could come to get a personal tour and explanation about everything that UPsports does.”* – Person 14
- *"There is nobody better than Wim"*- Person 14
- *"I like the personal and close contact with the people at UPsports."* - Person 16

6) The need for a two-way collaboration/ network

- *“I send people to Wim and sometimes he also sends people to me.”* – Person 2
- *“I also work with other podiatrists. But I like it more with Vigo because there is a two way street, I send people to them and they also send people back to me.”* – Person 14
- *“First, Vigo has sent a patient to me and then I have started referring patients back to Vigo.”*-Person 15

7) The need for extension on own expertise

- *"When I cannot solve the problem myself, I sent my sport patients to Vigo"* – Person 1
- *“I only send my patients to a sport lab where they do a full body screening and have a better expertise and more resources than I have myself. If I send my patients to a sports lab it has to add value not just for a report without surplus value.”* – Person 9
- *"If my patients come to me, I help them with my own therapy but if this doesn't solve their problem entirely I refer quickly to UPsports"* - Person 13
- *“An UPsuit should be seen as a support, patients must also continue to exercise. This must be made very clear to the patients that such a suit does not solve everything.”* – Person 13
- *"If after treatment the problem comes back, I sent my patients to do an analysis at Upsports."* -Person 14

8) Need for skilled people

- *“I did not go to Vigo for the expertise of Vigo I went there for the expertise of Eddie, now that he is gone, I normally send my patients to him.”* – Person 3
- *“You can see that the people of Vigo know their field of expertise very well and that they have a lot of experience, that is the reason why Vigo is my top pick.”* – Person 6
- *“I send my patients to multiple competitors not only to Vigo. I like Vigo because it is good as whole. But I also go to the competitors because I know the people there personally and find them very good at their job. It is more important for me to know the people in person so that I can be convinced by their expertise.”* – Person 9
- *“For me ‘Vigo’ is Magalie and Wim, they are skilled and have good expertise.”* – Person 10
- *“The most important factor of sport analyses is that they go into details not just a general analysis. The people doing the analyses should be able to think analytical. For example, they should see in detail that when the lower back is not working sufficient and that the back is turning 3% less than normal that they can think analytic on how this can be due to a painful foot.”* – Person 11
- *“I come to UPsports because of the people that are working there and the philosophy that rules there, looking at steering instead of only supporting the body. I also have this view.”* – Person 12
- *“Everybody at Vigo is capable and give a clear explanation.”* – Person 13
- *"Medical expertise is really important. I trust Wim and Magalie 100% in their expertise."* – Person 16
- *"I believe that the medical aspect and expertise is more important than the commercial aspect of such a center nor the fact that they can offer an all-in-one solution"* – Person 16

9) The need to be informed: in-depth and on time

- *“I am very satisfied with the communication with UPsports as I am in direct contact with Wim about my patients and this communication goes very smoothly.”* - Person 2
- *"I find communication about the patient really important and that there is a clear report in the end"* – Person 7
- *“The communication is very good with UPsports, most of the time I get a written report via e-mail and sometimes I get contacted by phone.”* – Person 8
- *“Sometimes the communication is lacking. I had to do a bandage and was never called back. All employees should follow the same pattern; I get an e-mail, I immediately answer.”* – Person 10
- *“I am happy about the communication. I always get my reports before my patient comes back to me. As a result, I am never in a tricky situation.”* – Person 13
- *“One of the best things about UPsports is the information that you get from such an analysis.”* - Person 13
- *“It is important that the medical expertise is good communicated to the physiotherapist.”* – Person 1
- *“The communication is good, it is clear, to the point, not to long, you know exactly what you can expect.”* – Person 15
- *“One of their strengths compared to competitors is their clear and immediate communication, they always immediate send their findings through.”* – Person 15
- *“The communication is good; I always get a report from Wim and sometimes we have contact over the phone.”* – Person 14
- *"I like it that they send me a report with the results of my patient afterwards"* – Person 16
- *"I like to be informed about the treatment process of my patient and the results of the analysis"* – Person 16

10) The need for a fluent process and quick solution

- *"One of their main strengths is that there is a short line going to UPsports and that my patients are helped really quickly"* – Person 6

11) The need for a good price

- *"What I find important when I recommend my patients to go to a specialist is that it is approachable and has a good price-quality."* – Person 16

12) The need for an approachable service for their customers

- *"A lot of people think UPsports is only for athletes, but Wim ensured me that I could send all profiles. It is not approachable for the ordinary man."* – Person 2

- *"A beginning sportsman should also be able to go to UPsports."* - Person 12

- *"UPsports once made a video which was really nice but than in the end Lukaku came in the picture and it seemed like UPsports is only meant for top athletes"* - Person 16

- *"I find it important that my patients get a good and comprehensible explanation about the analysis at UPsports."* - Person 17

13) Need for accessibility (location)

- *"I think it is a pity that there are not a lot of locations where you can go to, this is very much a pain point for UPsports, especially for my other sports patients. For my top athletes this is not a problem"* – Person 4
- *"I often recommend my patients to go to Vigo but it is too far away."* – Person 15

- *"I only send patients to Vigo when they live close by Vigo, because most of the time my patients live in the Campine and this is too far away for most of them."* – Person 8

- *"UPsports should be more visible by having more locations."* - Person 12

- *"Sometimes I sent my patients to competitors as I notice that location and distance needs to be convenient for my patients"* - Person 16

14) Need for close collaboration with partner about each patient

- *"The communication with Vigo was very smooth, we had intensive consultations 2 or 3 times a week."* – Person 4

- *"The consultation with Vigo is very important before an actual correction is made."* – Person 4

- *"It is important that there is an organized way of communication, what information do I get from the analyses and what do I have to adjust or are there other things that I have to consider. There should be one personal communicator with the physiotherapists so that no results are lost."* - Person 5

- *"UPsports gave me a notebook where the physiotherapist can right his findings about the patient; if they have flat feet, etc."* – Person 11

15) The need for a frequent follow up

- *"One thing I would change would be a better follow up, my patients that go to a podiatrist always have to go after six months for a follow up. I think it is better if there would be a strict follow up."* – Person 7

- *"I like the follow-up that my patients get and that they do a second screening in order to guarantee an optimal solution"* - Person 16

16) The need for a professional partnership/ professionalism

- *“One of the main strengths of Vigo is that they are really professional, you notice that they know what they are talking about.”* – Person 5

- *“I like that there is always a professional approach as they always honor their agreements and there is a clear communication.”* – Person 7

- *“UPsports’ professional way of doing business is one of their main strengths.”* – Person 8

- *“It looks like the employees of Vigo do not follow the same plan of approach. My wife had to do a running analysis, when she got there she only had to stand in a box. In addition, I have sent an email once to UPsports and they forgot to answer it. Normally they always reply, which is really nice. So, I think that when you get a mail you should reply fast.”* – Person 10

- *“I am happy about the communication. I always get my reports before my patient comes back to me. As a result, I am never in a tricky situation.”* – Person 13

- *“I am very happy about the service; they are very professional.”* – Person 13

- *“The employees of UPsports are motivated and professional.”* – Person 14

17) The need for a solution that is centered around the patients' needs

- *"I do not sent patients because I have a contract with them, I really look into the expertise and look for those places where my patient can be helped best."* - Person 9

- *“Vigo should offer the total package (also considering teeth, hart, etc.) and communicate everything with the right person (cardiologist, physiotherapist etc.). One central coordinator and Vigo has potential to take this role.”* – Person 5

- *"You should build a whole service around the sportsman needs, with this I mean: even more testing, everything the sportsman needs. This should not only be for the top athletes but also for young potentials and beginning athletes."* - Person 12

18) The need for "a good patient solution"

- *"I find it important that my patients get a good and comprehensible explanation about the analysis at UPsports"* - Person 17

19) The need for innovation

- *“UPsports is always up to date with everything that is new and innovative, they are very progressive.”* – Person 11

20) The need for a fit with own medical believes

- *"I decide myself what is best for a patient and based on this I will send my patients to a partner. It is not because a partner gives me a bottle of wine, I will send all my customers to them."* – Person 9
- *"I recently recommended UPsports to my colleagues but I must say that all doctors have their own network of referral so I am not sure they will follow my advice"* - Person 16
- *"It is not because people have an issue that they are automatically in need of steering gear"* – Person 16
- *"I recently recommended UPsports to my colleagues but I must say that all doctors have their own network of referral so I'm not sure they will follow my advice"* - Person 16
- *"The athletes want to train their full body, just an insole is not going to solve the entire problem"* – Person 4
- *"An UPsuit should be seen as a support, patients must also continue to exercise. This must be made very clear to the patients that such a suit does not solve everything."* – Person 13

Appendix D: Personae customers and partners

Appendix D1: Differentiation between personae customers

Fanny Mahieu - The top athlete

These top athletes differ from other profiles in the expression of a need for innovation and a performance-enhancing effective solution, this because they expect the best solutions helping them forward in their performances. As they are actively searching for specialists, going in-depth in their expertise area, they have a need for a specific biomechanical expertise. On top of this, they express a need for a well-managed network, more specifically a close collaboration with their entourage. They are sensitive to brand awareness, especially because they are already sponsored by other brands. Young high-potential athletes, with their parents taking up a role in the entourage, can also be categorized under this persona.

Ron Timmers - The passionate sportsmen

Differently than Fanny, Ron has no entourage supporting him. Hence the need for a comprehensible, medical explanation and a more holistic approach, with multiple specializations in one. Sports is his passion, sometimes on competitive level, so he is also searching for specializations enhancing his performances but less extreme than Fanny. He wants a personal and active follow-up, personal contact with the frontline and more practical implementation. This becomes important as he has no entourage or full-time personal coaches like Fanny. Lastly, Ron is also triggered by well-known brands and the newest innovations.

Arthur Bayart - The challenger

While Ron Timmers has a deep life-long passion for one or few specific sports, Arthur is triggered by challenges. He sets personal goals that he wants to achieve, which is often in the field of sports but not necessarily. He expresses a need to listen to his goals and help to achieve them. Hence the need for practical implementation. Intensive sporting is a phase in his life, just a challenge he wants to achieve but during this phase he wants to feel like an athlete. There is a lesser need of biomechanical screening, he is sensitive to well-known brands and to all sports services and products he reads about. He is interested in the 'why' of his own body and has a need for a comprehensible explanation.

Nina De Coninck - The recreational sportswoman

In contradiction to the three beforementioned profiles, Nina considers sports as a source of relaxation and is not performance driven. She mainly comes to UPsports with curative motives as her injury stops her from sporting. The potential for performance-enhancing motives is limited and there is also no clear need for biomechanical screening, just for an effective solution for her injury. Although she maybe is not the best performing sportswoman, she wants her problem to be taken seriously and to feel treated like an athlete. She expresses a need for a low-threshold image in which she recognizes her profile. Accessibility is one of the main hurdles why she would not come to UPsports, she prefers a solution nearby that can solve her problem.

Sylvie Martens - The post to pillar

Sylvie has a similar profile as Nina. Yet, there are a few differences. Her mindset is different, more frustrated and hopeless as she went from post to pillar to search for a solution for her injury. Therefore, she is willing to go to further locations than Nina and the price is of lesser importance than for Nina. She really wants her problem solved ‘whatever it takes’. Hence, the need for a medical solution and a curative effective solution. The potential for performance enhancing motives is limited.

Astrid D’Hondt - The tennis player

Astrid differs from all other profiles in the sense that her sports does not mainly consist out of running, but also other, specific motions. She expresses a need for an in-depth analysis tailored specifically to her sports and the specific motions she is executing during her sports. In general Astrid is in need for a bike fitting combined with biomechanical screening or a biomechanical screening focusing on the elbow motions during tennis. This profile is mainly an athlete of a semi-professional level, willing to invest in biomechanical screenings. Yet, the analysis is not tailored enough to attract the top athletes of this category.

Appendix D2: Personae partners

“I have a sports practice in which I want to enable people to keep on sporting”
- Kinetix Sports

Bio
- Type of patients: position themselves as focused on sport profiles. However, they do not necessarily exclude other patients profiles.
- Occupation: Physiotherapists, osteopaths.
- They have their own practice focused around sports.

Characteristics
- Offer some analysis and screenings/ objective tests for their patients as they want to differentiate themselves as a specialist centred around sports.
- Guide their patients in a goal-oriented way.
- Always the newest innovations, technology, trends, materials and devices.
- Organize workshops and education themselves, as they are eager to share their knowledge.
- Actively looking for ways to educate themselves and improve the treatments that they offer to their patients.

Goals
- Taking a prominent and influential role in the guidance of athletes towards their goals.

Motivation
- Performance enhancing, preventive, curative

Preferred channels / touchpoints
- Specialized sports magazines
- Education platforms
- Sports clubs
- Workshops

Needs
- They want a **close collaboration** and like to be included in the treatments of their patients.
- A **full-body in-depth analysis** for everyone is a must. Every patient should be treated the same. There should be **consistency** throughout the analysis and throughout the communication with the medical partners.
- They want **the best** for their athletes, everything should be centered around the patient. Good quality is required both for steering gear, insoles and biomechanical screenings.

Readiness level: Enthusiastic.

Loyalty: Potential loyal partners as they have a strong interest in biomechanical screenings.

Figure 1: Kinetix Sports – the specialized practice

"I only refer sports patients to UPsports but I treat other patients as well. "
- Hendrick Janssens

Bio
- Type of patients: general patients (post-operative, athletes, injuries, ...)
- Can both be osteopaths and physiotherapists
- Although they have a broad range of patients, they only refer their sports patients to UPsports, from amateur level to the fervent athletes.

Characteristics
- Are passionate about their profession, constantly retraining and educating themselves but not necessarily in the field of sports, also post-operative, chronic backpain, ...
- Acquiring new skills and knowledge to upgrade their practices and offer the patients something extra.
- Many are currently physiotherapist in the local sports club or have done this as secondary occupation in the past, but this is not necessarily the case.

Goals
- They want to help their patients to sport pain free.

Motivation
- Currently curative, some potential for preventive providing sensitization, but limited potential for performance-enhancing motives.

Preferred channels / touchpoints
- Education platforms
- Physiotherapists federations

Needs
- They find it important that there is a **full-body in-depth analysis** for everyone. Every patient should be treated the same. There should be **consistency** throughout the analysis and throughout the communication with the medical partners.
- They find it important to be in personal contact with the frontline of UPsports. They have a need for a **personal connection** and a well-known and approachable face.
- They express concerns towards the steering gear, as it can **cannabalize their profession** and skills. There is no need for an expansion of UPsports' analysis and what to do with them.
- They think UPsports should be decoupled from the core business of Vigo and have a sportier image.

Attitude level: Partners knowing UPsports are positive but the ones not knowing UPsports can perceive it as a threat/cannabalizaion of their own profession.

Loyalty: Highly depends on the consistency of the full-body analysis and communication. Personal contact increases the loyalty.

Figure 2: Hendrick Janssens – The sports physiotherapist

"I refer all my patients to UPsports, it doesn't matter if they are sporters."
- Katrien Verschueren

Bio
- Type of patients: General patients (post-operative, dry needling, injuries, post-natal, some amateur athletes, ...)
- They refer every type of patients that can be helped with a biomechanical screening to UPsports, no preference for referring sportsmen.
- This can be a physiotherapists, chiropractors or osteopaths.

Characteristics
- No particular affinity with sports.
- Although patients perceive UPsports to be for sportsmen, they convince them that non-athletes, such as elderly but semi-active patients, are also welcome at UPsports.

Goals
- I want to give my patients the best insoles.

Motivation
- Mainly for a curative purpose to get insoles.
- Low potential for preventive motives and none for performance-enhancing as sports is not their focus.

Preferred channels / touchpoints
- Personal contact/ channel is important.

Needs
- **Accesibility** (location, opening hours) is of importance.
- They want to be able to send every patients who is in need of insoles to UPsports.
- A **two-way network** is important. The partner wants to refer patients to UPsports in return for UPsports sending patients to them.
- They all want to be **personally informed** about their patient afterwards.

Attitude level: Depends on the personal contact between them and UPsports

Loyalty: Low, will not return when the problem is solved, only for curative motives.

Figure 3: Katrien Verschueren – The all-rounder

"As a doctor, I take my patient's perspective."
- Lisa Notteboom

Bio
- Can be orthopaedists, general practitioners, sports doctors, ...

Characteristics
- Sports doctors, orthopaedists but mainly general practitioners are often unaware of the added value of biomechanical screenings.
- They think from the perspective of their patients, decide whether it is beneficial for their patients to do such an extensive analysis.
- All doctors have own habits of referring patients, not sensitive to word of mouth of colleagues. They have their own strong medical belief.
- They inform patients about well-known partners in their network, but always leave the choice up to the patient.

Goals
- Help their patient in the best way possible (price-effective, tailored to their problem, ...)

Motivation
- Mainly curative motives
- They often from a need for an insole
- Low potential for performance enhancing, but there is potential for preventive motives

Preferred channels / touchpoints
- Doctors federations
- Personal tours at UPsports with in-depth explanation
- Personal visits in their practices

Needs
- They think it is important to find **low-threshold** solutions for their patients. This includes the importance of **price** when recommending patients to UPsports but also the need for the patient to **recognize their profile**, not only for top athletes.
- They have a need for a nearby **location.**
- They express a need for a **detailed and comprehensible explanation** to their patients about the analysis that UPsports does.
- They attach importance on specialized **medical expertise** and less on the commercial aspect or all-in-one solution. The report provided afterwards should also be of medical high-quality.
- Clear **upfront information** that can be showed to the patient: Contact details, address, video about what is included in the screening, ...
- **Informed via personal contact** after the screening for the follow-up and second screening of the patient is considered as important.

Attitude level: Often unaware of the added value of a biomechanical screening.
Loyalty: Medical expertise and being part of their network is key for a loyal relationship.

Figure 4: Lisa Notteboom – The sports doctor

"I am sceptical about what UPsports does."
- Martijn Geers

Bio
- Type of patients: Mainly sports athletes
- Physiotherapists, osteopaths and chiropractors

Characteristics
- They have their own medical believe about biomechanical screenings. Not sensitive to loyal relationship building if there is no fit with their own belief.
- They are passionate about their job and always want to find new opportunities but are critical about the things they come into contact with.
- They are convinced they can help the patient with their own expertise or that they have enough expertise to find the solution or the partners that can help my patients.
- They do not see UPsports as an extension on their own expertise, but as an external last resort they have to consult.
- Sporting is one of their main hobbies, often active in local sports as secondary occupation.

Goals
- Find the best solution for their patients by doing everything they can by themselves.

Motivation
- External and last resort to solve the problem of the patient if their own expertise is lacking.

Preferred channels / touchpoints
- Education platforms
- Local sport events and sport clubs
- Physiotherapists/osteopaths federations

Needs
- They are in need of a **last resort** when there is no other possible way to solve the problem.
- Very **patient orientated**, they are convinced UPsports will only help in specific cases.
- If they send patients to UPsports, they want an **effective solution**.
- They are in need for a fit between UPsports and their own medical expertise.

Attitude level: Hostile
Loyalty: Low because of sceptical attitute towards UPsports

Figure 5: Martijn Geers – The skeptic

Appendix E: Analysis: ecosystem & marketing and sales analysis

Appendix E1: Further explanation of players in the ecosystem

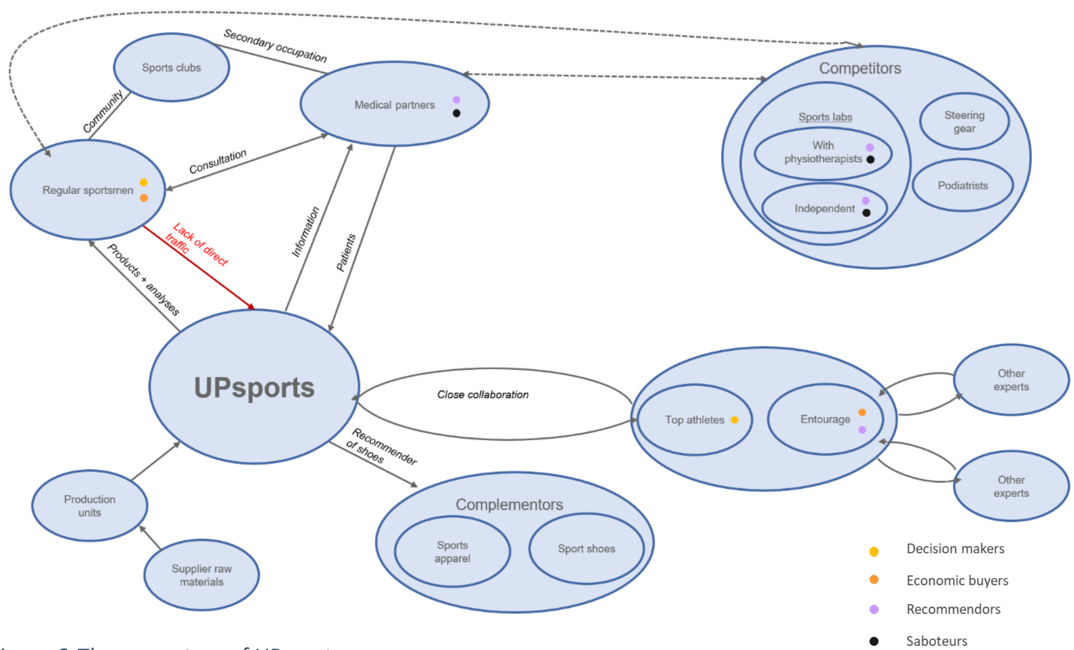


Figure 6: The ecosystem of UPsports.

First, two main categories can be distinguished in the customer group of UPsports, namely **top athletes** and **regular sportsmen**. A first category, the top athletes, are surrounded by an **entourage** of a manager, personal physiotherapist, trainer. A second category, the regular sportsmen, are sometimes member of a **sports club**, which form a community of sportsmen, and thus an interesting target for UPsports. Yet, the recreative sportsmen do not count an entourage but visit the practice of a doctor/ physiotherapist or osteopath. The latter are labeled the **medical partners** of UPsports. Some of the medical partners, mainly physiotherapists, are often also active in the local sports club in secondary occupation. This happens mostly in soccer clubs.

Next, there are also **complementors** operating in the ecosystem. These offer, for example, regular sports clothing and sports shoes. Athletes are spending money on those products, but they are no direct competitor of UPsports. Yet, there are direct **competitors** and they can be divided into three groups: providers of insoles (podiatrists), providers of steering gear and other sports labs. The latter one can both be a physiotherapist's practice focused on sports also executing screenings or independent sports labs also working with other physiotherapists and doctors like UPsports does.

Some remarks should be made about the beforementioned players as some companies are taking up different roles in the ecosystem. For example, Runnerslab is a complementor as they provide running shoes bought by customers of UPsports after they have their UPsoles, but they are also a provider of insoles themselves, which makes them a competitor. Another example are the expert physiotherapists being part of the entourage of a top athlete who also have their own physiotherapist's practice, referring regular sportsmen to UPsports. The last example are physiotherapist's practices focused on sports also executing screenings. These practices are competitors, but they can also refer patients when the screening of UPsports forms an extension on their own in-house screenings.

Appendix E2: Clarification of the path to refer of the partners.

Stage 1: The need recognition

At the start of the path to referral the medical partner should recognize their need for UPsports; the need for an extension on their own expertise both in the curative, preventive of performance-enhancing field. Currently, the triggers of the medical partners are mostly curative. The aim is to make the medical partners realize that the expertise of UPsports forms a valuable extension on their own internal expertise instead of a threatening external extension that should be consulted when in-house expertise is insufficient. Yet, currently there are partners referring patients to UPsports as a last resort. This perception should be changed in the future. It is important in this stage that awareness is raised about the existence but mainly about the need of the value offered by medical expertise centers.

Stage 2: Introduction to UPsports

The next stage is when the medical partners hear about UPsports for the first time. As with the customers, this touchpoint should follow rapidly after the need recognition or even before or during the need recognition and should be relatable to the need of the medical partner. Currently, the medical partner hears from UPsports via colleagues, word of mouth via patients or because UPsports is present on conferences. Yet, these efforts are limited; word of mouth only happens thanks to customer satisfaction but is not actively stimulated by UPsports. Examples of other possible channels for first introduction of UPsports to the medical partners are represented in Figure 8.

Stage 3: Detailed information about solution

In this stage, the medical partners should be provided with a complete picture of what UPsports is offering and their way of working (type and different parts of the screening, the resulting parameters, whether they will be informed via a report or via phone, the possibilities for personal contact or collaboration, etc.). Not informing the medical partner about what to expect and of the medical expertise available can cause them to leave the path to referral at this point. Currently, personal tours at UPsports are often organized and on Thursday time is freed up to visit current and potential partners. Which channels are the most appropriate ones will be clarified by further analysis, but targeted and detailed information on the website about the products and screenings, can be low hanging fruit. In addition, for the moment, there is only general information available on the website, not specifically tailored to the partners' interest. It should be noted that the detailed information can be in line with or contradict their personal beliefs as medical expert. Where customers are more sensitive to sales & marketing, the personal strong belief plays a role in the partners' path to referral.

Stage 4: Proof points

Once the partner is informed about what to expect, proof of satisfaction is necessary in order to pull them over to refer a first patient. This can be done by trustworthy reviews and testimonials. Currently, this is done by word of mouth via colleagues or in a sports club, but this is not stimulated by UPsports itself. Potential channels are represented in figure 7. Which channels exactly are the most appropriate ones will be clarified by further analyses.

Stage 5: Referring a first patient

For the first referral, it is essential to make it as easy, straightforward and well-communicated as possible in order to minimize the hurdle. Currently, a new medical partner can send an e-mail or call to make a first contact with UPsports, but there is no clear and scalable way to approach UPsports. Other possibilities can be found in figure 8. Depending on the strategy to go for, a personal touch can be desired.

Appendix F: Competitor analysis: a description of the competitors and train of thoughts behind the scoring.

Appendix F1: Sports screenings market

Sports medical centers: Mensana

UPsports describes themselves as a sports medical business unit as they offer a complete sport analysis that results in advice as well as medical sports apparel. However, in the sports screenings market there are multiple players who call themselves sports medical with a different meaning. Mensana was chosen as a main example of this category.

When looking at the scores of UPsports and Mensana, it can be observed that a similar score is obtained for the first competing factors, being medical and sport expertise. As the other players in the sport medical centers, Mensana, has multiple doctors and physiotherapists available in their practice. Similar to UPsports, Mensana executes a full body screening to enhance performance. Nonetheless, they do extent their service to lactate tests, nutritional advice and other services, making their practice focused on the holistic view for the customers. After the screening a training plan is given to practical implement the results of the screenings. In addition, a discrepancy can be found in the scores of Mensana and UPsports on low threshold. Although Mensana only has one location, they profile themselves as highly accessible by welcoming every customer from amateur to top athlete to their practice. While UPsports is less welknow for the recreational athletes. The price of the screenings they perform are market conform. Lastly, the market competitors have not the same level of biomechanical specialization for a thorough sport analysis, which is a competing factor on which UPsports excels.

Sports research and testing centers

A second category of competitors in the sports market are the sport research and testing centers such as Blits and Bakala academy. These are also multidisciplinary practices with doctors, physiotherapists and coaches, but they offer their expertise to top and fervent athletes more than to the recreational athletes. For this category, Bakala Academy was depicted as main example.

The Bakala academy is an athletic performance center supported by the Catholic University of Leuven. They focus on performance enhancing activities by doing test runs, field tests and training consultation. These tests lead to targeted training schedules that the Bakala academy offers to their clients. Also, extensive full body screenings tailored to your specific type of sport to optimize your body position are possible at Bakala. This analysis is used as input for the practical implementation of a training schedule. Next, they offer a holistic view on the health and sport performances of the athletes as there are sports medical tests and nutrition consultations available at Bakala academy. Therefore, it can be noticed that Bakala academy scores high on the first six competing factors.

Nonetheless, Bakala academy is not an established practice known by the bigger audience, as their target group are the fervent and top athletes. Therefore, they have a low approachability because an amateur sportsman will not be attracted to go to Bakala, resulting in a high threshold and low brand awareness. Bakala academy scores also low on accessibility as they only have one location. Their prices are also in accordance with the market price. Bakala academy's sports research part focusses on innovation, for example they also have high-tech altitude chambers, although they do focus this innovation on sports screenings. The most prominent difference with UPsports is that the lack of biomechanical screenings.

Physiotherapist parctices performing screenings

The third category of competitors are the sport focused practices performing screenings. These mostly originate from a physiotherapist group practice that perform their own sports screenings, such as Sportkinetics (here depicted as main example).

Like the sport's medical practices, Sportkinetics has the sports and medical expertise inhouse and they offer performance enhancing solutions. They offer a full body analysis with a sporting scheme based upon these analyses and give diet advice making them holistic and practical implementable. Their price advantage is higher as they give a sports screening as part of a physiotherapy session. Overall, they do not score highly on brand awareness and accessibility as they again only have one location. They do not focus on the innovation connected to their screenings but offer a curative solution to their patients. Similar to the competition segment above, they again are lacking the biomechanical expertise that is needed for an indebt sports screening.

Sport focused multidisciplinary practices performing screenings

The last category of competitors is a rather small group of competitors but unlike all the other competitors described above, this competition does offer biomechanical screenings. Sometimes in the form of multidisciplinary practices with osteopaths, physiotherapists, sport coaches and sometimes doctors focused around sports. Examples are Pulso and Groepspraktijk Ganzenkuil. The latter is used as main example of this category. The key difference with UPsports is that they do not take a neutral position in the market, while UPsports can work with every physiotherapists and osteopath in the country, this competitor segment is limited to the few customers that their own physiotherapist or osteopath bring to the practice. The sport medical part of the practice has multiple screenings and tests, only a small part is dedicated to biomechanical screenings. Ganzenkuil scores similar to Sportkinetics as can be shown in the figure 9. The main difference is that they do not offer a holistic approach but do offer biomechanical screenings.

Appendix F2: Sports insole market

Runnerslab

Runnerslab grew their business from a focus on feet and running shoes and today Runnerslab also offer a foot analysis and customized insoles in addition to their shoe offering. Their sister company RS lab has invested in R&D over the years, resulting in some technical expertise such as a joint venture with Materialise that enables them to 3D print insoles.

One of the major competitors of UPsports seems to be Runnerslab. However, Runnerslab's dynamic and biomechanical expertise is not as extensive as the expertise UPsports has to offer. Although they also offer insoles, such as 3D printed ones, they do not consider the full body when making them. In addition, Runnerslab has little to no medical expertise as their main focus lies in technology driven insoles, while not considering the full body and the biomechanical dynamic screening. Therefore, they score low on those factors and on the factor curative effective solution compared to UPsports. Yet, Runnerslab has been successful in building brand awareness and captures a large portion of the market by being highly accessible with locations all over Belgium.

Borginsole

The biggest competitor in the sports insoles market is Borginsole; they work together with podiatrists all over Belgium, are well represented and accessible for the bigger audience. As it is a significant player in the insole market, they are known by podiatrists and physiotherapists and therefore labeled approachable. In figure 10, it is clear that the scores for Borginsole and Runnerslab are similar. Comparable with Runnerslab they do not focus on the full body; most of the time a static analysis is performed. In addition, Borginsole, unlike UPsports, does not have the biomechanical expertise that makes it possible to produce a topnotch quality insole, making UPsports a better fit for athletes to generate their insoles.

Appendix F3: Sports apparel market

Everyday sports apparel

The everyday sports apparel stores are the most extensive group of sports apparels in the market. Nike is one of the main players in this category. Next to Nike there are multiple other non-medical sport apparel brands and stores such as Decathlon, Adidas and Skinfit. They differ in price range but are all easily accessible and have extensive brand awareness. Although these companies are well known and take up a large portion of the market, they do not focus on medical or technological experience and can be seen as complementors rather than competitors. Therefore, these brands will not be ranked and will not be included in figure 11.

Technology driven sports apparel

The second group of competitors in sports apparel is the technology driven sports apparel, examples are Bioracer and X-Bionics. The companies position themselves as the most technology driven in their field of sports clothing. They claim that their apparel consists out of the best materials with optimal thermoregulations. Some of these companies also have compression clothing for optimizing the use of muscles. UPsports differs from such apparel by adding, next to thermoregulations, moisture regulations and muscles supporting, also a steering function and their clothing includes preloading of the muscles. For this group, X-bionics, a sport driven and highly technological driven company, will be looked at more in depth.

X-bionics is also focused on enhancing performance with their thermoregulated suits. However, compared to UPsports, a different focus is observed; while X-bionics focuses on making the customer more comfortable during running, UPsports makes their customers run better than before by the steering function and the preloading of the muscles function implemented in the suits. X-bionics' product offering is not intended to be a curative solution for a medical problem.

Medical device apparel

The last group in sports apparels are the medical device apparel, such as Rehband and Anodyne. These companies have their core in medical clothing that is used for any activity. However, people often use their apparel for sporting. Rehband will be used as main example of this category.

Compared to UPsports, Rehband scores higher on low threshold as they provide apparel that increases support of muscles and body parts. In addition, Rehband's apparel is effective to enhance performance. Yet, UPsports differs from these types of apparel by looking at the full body and the steering function that increases the performance of the athlete. While the medical devices direct their attention to curative solutions to enhance body posture, UPsports has biomechanical suits and shorts that will enhance the body posture, that will provide a steering function and will enable preloading of the muscles. All these extra features permit the UPsuits and UPshorts to enhance performance dramatically and not only prevent a knee after running.

Appendix G: SWOT analysis

Table x: Strengths, weakness, opportunities and threats

Internal	External
Strengths • Biomechanical in-depth analysis and products • Customer satisfaction • Partner satisfaction • Close collaboration top athletes and entourage • Biomechanical expertise of the frontline • Effective stearing gear/insoles	**Opportunities** • Trend of awareness of own body and well-being (especially in high-income) • More expenditure on sports in high-income segments • Sensitivity of recreative sportsmen to new sports trends • Sensitivity of recreative sportsmen to brands • Sensitivity of recreative sportsmen to what a top athlete does • Small presence of other biomechanical specialists in the market • Demand by top athletes for sensomotoric sports alignment • Demand by partners for biomechanical screenings
Weaknesses • Accesibility (location) • Approachability (price) • Brand awareness • Lack of functional, physical expertise • Lack of practical implementation • No established loyal partnerships • No well-managed network • Dependency on medical partners	**Threats** • Imitation by the competition • Medical belief of partners • Thin line to take over job of partners • No general need for biomechanical screening/ sensomotoric sports alignment • No knowledge about what biomechanical screening is • Difficult to differentiate from competitors as there is no perceived difference in the market by customers

Appendix H: Strategy workshop

Appendix H1: Questionnaire strategy workshop

A. Rate the following questions from 1 (if you agree with the left sided statement) to 10 (if you agree with the right sided statement). Give a number 5 to the statements if you deem UPsports is scored equally as your competitor on the described feature.

1. Our competitor focuses on a lower number of customers segments than we do.	1 — 5 — 10	Our organization focuses on a smaller number of customer than our competitors.
2. Some competitors fulfill the needs of our target customers better than we do.	1 — 5 — 10	We fulfill the needs of our customers better than our competitors.
3. Some of our competitors offer products/services to relevant segments we haven't addressed yet.	1 — 5 — 10	We offer products/services to customers (segments) that our competitors don't address.
4. Some of our competitors have relevant information on our target customers that we don't have.	1 — 5 — 10	We have information on our target customers that our competitors don't have.
5. The quality level of our competitors' products/ services exceeds the quality level of our products/ services.	1 — 5 — 10	The quality level of our core products/ services exceeds the quality of the products/services of our competitors.

6. One of our competitors is considered to be the specialist in the market, offering the deepest range of products/ services.	1 — 5 — 10	The market considers us as the specialist, offering the deepest range of products/services.
7. One of our competitors is considered to be the generalist in the market, offering the broadest range of products/ services.	1 — 5 — 10	The market considers us as the generalist, offering the broadest range of products/services.
8. Our competitors' products/services have more unique features than our products/services.	1 — 5 — 10	Our products/services have more unique features than the products/services of our competitors.
9. Our competitors' products/ services cannot easily be copied.	1 — 5 — 10	Our products/ services cannot easily be copied.
10. Some of our competitors have a much better understanding which value dimensions our target customers consider important.	1 — 5 — 10	Our organization knows much better than anyone else what value dimensions our target customers consider important.

11. Our competitor(s) have a number of unique value dimensions in their product/service offering.	1 5 10	We currently have a number of unique value dimensions in our product/service offering.
12. Our competitor(s) introduce new value dimensions more frequently than we do.	1 5 10	We introduce new value dimensions more frequently than our competitors.
13. Some of our competitors understand much better which resources and capabilities offer a competitive edge in the market.	1 5 10	We understand much better than our competitors which resources and capabilities offer a competitive advantage.
14. Our competitor(s)' value chain/ business model is very different from the generally accepted value chain/business model.	1 5 10	Our value chain/business model is very different from the competitors' value chain/business model.
15. Some of our competitor(s) have a unique set of skills and competences that match our value proposition better	1 5 10	We have a set of unique skills and competences that support and reinforce our value proposition.

B. In the following questions we will ask you to mark one of the three described element that applies most to UPsports. If none of the characteristics applies, please indicate 'none of the above'.

1. Which one of the following three (or none) is most applicable to UPsports *concerning your strategy*?

- Solid and reliable: We deliver good quality at a low and fair price. The focus is on the core product, not on all the extras. We do everything to make the buying or service process as easy and convenient as possible.
- Top quality and innovative: Our products and services are of the highest quality and are the most innovative in the market. People are attracted with our products; we inspire our customers with our products. We constantly develop new and better features for our products and services.
- Exclusive results: We focus our efforts on a well-chosen segment in the market. We are experts in the business and are able to understand the customer's underlying problem. We take time to listen to the customer's needs and come up with individualized solutions. We want to maintain long-term relationships with our best customers.
- None of the above.

2. Which one of the following three (or none) is most applicable to UPsports *concerning the spirit in the company?*

- Processes and quality: We have a culture that stimulates a process-orientation and process excellence. Flawless and no-hassle execution. A culture that abhors waste and rewards efficiency. An obsession with quality: quality is everyone's job. Working in tight coordination to facilitate process improvement.
- Entrepreneurship and creativity: We have a 'can-do' climate with an entrepreneurial culture that allows people to experiment. Failure is accepted. A curiosity for detecting unarticulated needs of the customers and a willingness to try new things to meet these needs. A culture where employees are free to communicate and set up collaboration initiatives across departments.
- Service and relationship orientation: We have a culture that puts the customer in the center of the firm's thinking. We go for the specific rather than the general. Give first before you receive. A service and relationship orientation supported by employees at all levels in the organization.
- None of the above.

3. Which one of the following three (or none) is most applicable to UPsports *concerning the structure of the company?*

- Process-oriented: We have adopted a business process orientation throughout the organization. We see the business as a series of linked processes that are well defined and documented. We have a centralized, regimented structure with a lot of standardization. Quality teams with people from various departments help us to improve our work processes.
- Fluid and flexible: Our organization is fluid and flexible and emphasizes loose coupling of groups and a flat hierarchy. We minimize the distance between employees and executives to foster informality in the management of the company. Our innovation project teams are staffed by empowered, cross-functional teams

- Decentralized: The whole organization is directed towards serving and dealing with the key customers. People who are close to the customer are in the driver's seat. Employees get the freedom to look for solutions appealing to customers. Our customer teams, account managers or relationship managers help to serve the customers better.
- None of the above.

4. Which one of the following three (or none) is most applicable to UPsports *concerning the style in the company?*

- Structured improvement: Customer-centric through process orientation. Tireless adherence to a systematic improvement approach. Detail-oriented without being a micro-manager. Quality management and operations control.
- Innovation-oriented: Fast and clear decision making. Positive attitude towards risk; management tolerates failure. "Out-of-the-box" and experimentation; explicitly interested in innovation. Personal pride. Minimal bureaucracy.
- Flexibility and retention: Flexibility and delegation are key. Committed to invest time in mapping and understanding your customer. Service orientation. Retention of key employees and key customers.
- None of the above.

5. Which one of the following three (or none) is most applicable to UPsports *concerning the staff (HR policy)?*

- Challenge the standards: Employees are empowered to closely monitor and take responsibility for managing the quality of their work. People are used to deliver: right in time and according to clear and well-defined specifications. Employees are challenged to continuously improve the speed and quality of all operations in the company.
- Curious and creative: Boosting creativity by promoting staff diversity. Entrepreneurship and free spirits; trial and error. "Free time" to explore new ideas and concepts. Creation of informal meeting points where people can bump into each other and comment and discuss. Attention for employees' welfare and health.
- People-oriented: Our people are our customers' partners; they need to know what keeps the customer awake. Flexible and people-oriented. Employees are open-minded and have great communication skills. Willing to go the extra mile for extraordinary questions of our customers.
- None of the above.

6. Which one of the following three (or none) is most applicable to UPsports *concerning the skills (core processes- management capabilities) in the company?*

- Process excellence: Professionals in their field. Process management and improvement. Automation allows to produce highly standardized products and services. IT has central role in the organization.

- Redefining the state of art: First movers; visionary companies. We set the standards in our market. Flexible management style. Breakthrough product development and cultivation of markets are our major skills.
- Solutions-oriented: Experts in getting customer knowledge. Skilled in building tight customer relationships. Change-oriented. Able to deliver solutions. Know how to get connected with customers.
- None of the above.

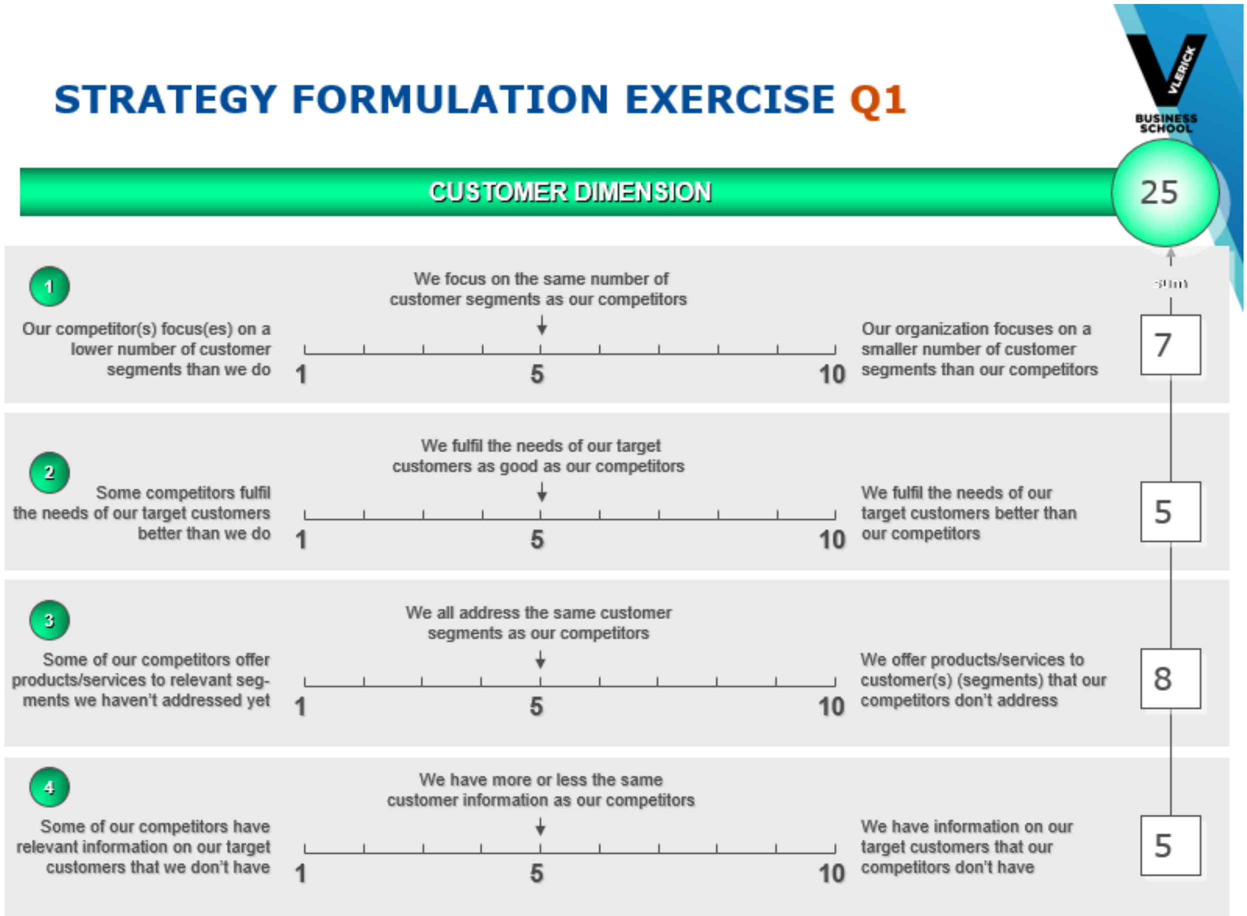
7. Which one of the following three (or none) is most applicable to UPsports *concerning the systems in the company?*

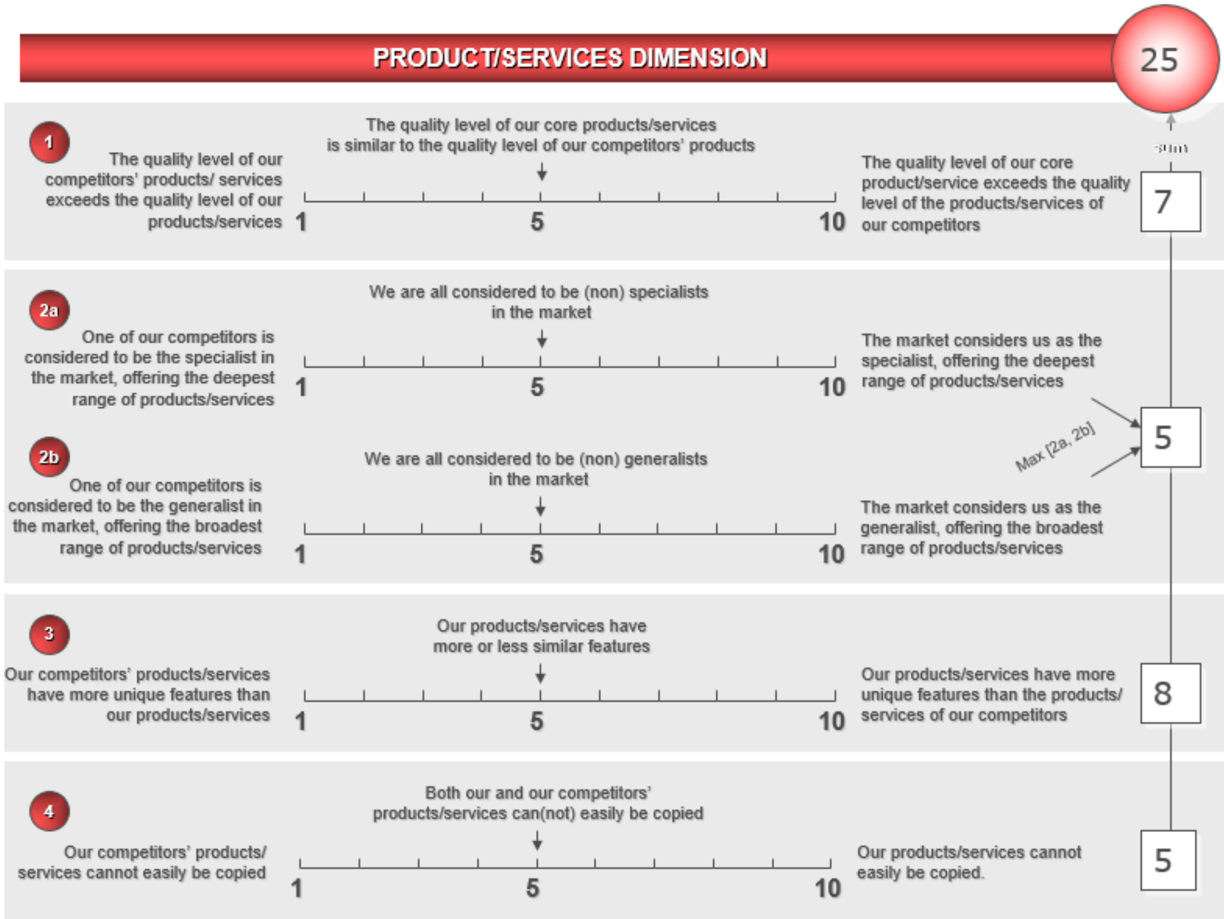
- Efficiency: Our control systems are based on detailed measures of every element of the operations. Streamlined and highly standardized systems, centrally planned. Integrated operational processes focusing on transaction efficiency and quality.
- Innovation success: Management systems that are result-driven, that measure and reward new product success and that don't punish the experimentation needed to get there. Reward who comes up with great ideas; innovation champions.
- Intimacy: Measure share of wallet. Measure customer satisfaction and customer lifetime value. Develop systems that spread knowledge about the customer in the organization.
- None of the above.

C. Pick the values that are most applicable for UPsports. There is no limited amount you can pick but try to be critical and only choose the ones that have the best fit with UPsports.

1. Products/services with unique features that improve performance/ experience
2. High responsiveness: prompt service and good follow-up
3. Innovative products/ services
4. Inspiring products/ services
5. Relevant and extensive information and advice provided by knowledgeable staff
6. Tailored and customized product/service offering
7. Offering and extended range of complementary products/services
8. Products/services delivered at favorable conditions
9. Openness and transparency in costs and terms
10. Security of product/serves delivery (freedom from danger, risk, or doubt)
11. Pleasant, quick, and accurate transactions
12. Willingness to provide assistance or solutions
13. Products/services that expand current performance boundaries
14. Very low prices for all our products/services
15. Facilities easily available (both in time and place)
16. Clear, simple and consistent pricing (e.g., FLAT FEE)
17. Flexibility in delivery of products or services/exceptions possible
18. Fair and honest pricing
19. No-hassle, convenient service
20. Great environment in which products/services are sold/ consumed
21. Real interest in the customer's individual situation
22. Providing individualized attention to customers
23. Strong social competence of staff: courteous and respectful employees
24. Regular and pro-active communication with (key) customers in appropriate language
25. Commitment to maintain and invest in the relationship with the customer

Appendix H2: Results strategy workshop




PRODUCT/SERVICES DIMENSION
25
sum
1
The quality level of our competitors' products/ services exceeds the quality level of our products/services
The quality level of our core products/services is similar to the quality level of our competitors' products
The quality level of our core product/service exceeds the quality level of the products/services of our competitors
1
5
10
7
2a
One of our competitors is considered to be the specialist in the market, offering the deepest range of products/services
We are all considered to be (non) specialists in the market
The market considers us as the specialist, offering the deepest range of products/services
1
5
10
Max [2a, 2b]
5
2b
One of our competitors is considered to be the generalist in the market, offering the broadest range of products/services
We are all considered to be (non) generalists in the market
The market considers us as the generalist, offering the broadest range of products/services
1
5
10
3
Our competitors' products/services have more unique features than our products/services
Our products/services have more or less similar features
Our products/services have more unique features than the products/ services of our competitors
1
5
10
8
4
Our competitors' products/ services cannot easily be copied
Both our and our competitors' products/services can(not) easily be copied
Our products/services cannot easily be copied.
1
5
10
5

VALUE PROPOSITION DIMENSION

23

1

Some of our competitors have a much better understanding on which value dimensions our target customers consider important

We all know more or less which value dimensions our target customers consider important

1 — 5 — 10

Our organization knows much better than anyone else what value dimensions our target customers consider important

6

2

Our competitor(s) have a number of unique value dimensions in their product/service offering

We all focus on the same value dimensions in our product/service offering

1 — 5 — 10

We currently have a number of unique value dimensions in our product/service offering

8

3

Our competitor(s) introduce new value dimensions more frequently than we do

We are equally (in)innovative when it comes to adding new value dimensions

1 — 5 — 10

We introduce new value dimensions more frequently than our competitors

5

4

Cards retained in:

PRODUCT	2
PRICE	1
ACCESS	1
SERVICE	3
CONNECTIVITY	5

Dominate/differentiate: 5, 3

\-

Ballast: 2, 1, 1

= **4**

OPERATING MODEL DIMENSION

27

1

Some of our competitors understand much better which resources and capabilities offer a competitive edge in the market

We all know which resources and capabilities offer a competitive advantage in the market

1 — 5 — 10

We understand much better than our competitors which resources and capabilities offer a competitive advantage in the market

5

2

Our competitor(s)' value chain/ business model is very different from the generally accepted value chain/business model

We all have more or less the same value chain/business model

1 — 5 — 10

Our value chain/business model is very different from the competitors' value chain/business model

5

3

Some of our competitor(s) have a unique set of skills and competences that match our value proposition better

Our skill and competence base is more or less similar in the market

1 — 5 — 10

We have a set of unique skills and competences that support and reinforce our value proposition

7

4

Number of bullets in the:

OPERATIONAL EXCELLENCE COLUMN	
PRODUCT LEADERSHIP COLUMN	
CUSTOMER INTIMACY COLUMN	7

7 bullets in one column: 10p
6 bullets in one column: 8p
5 bullets in one column: 6p
4 bullets in one column: 4p
3 bullets in one column: 2p

10

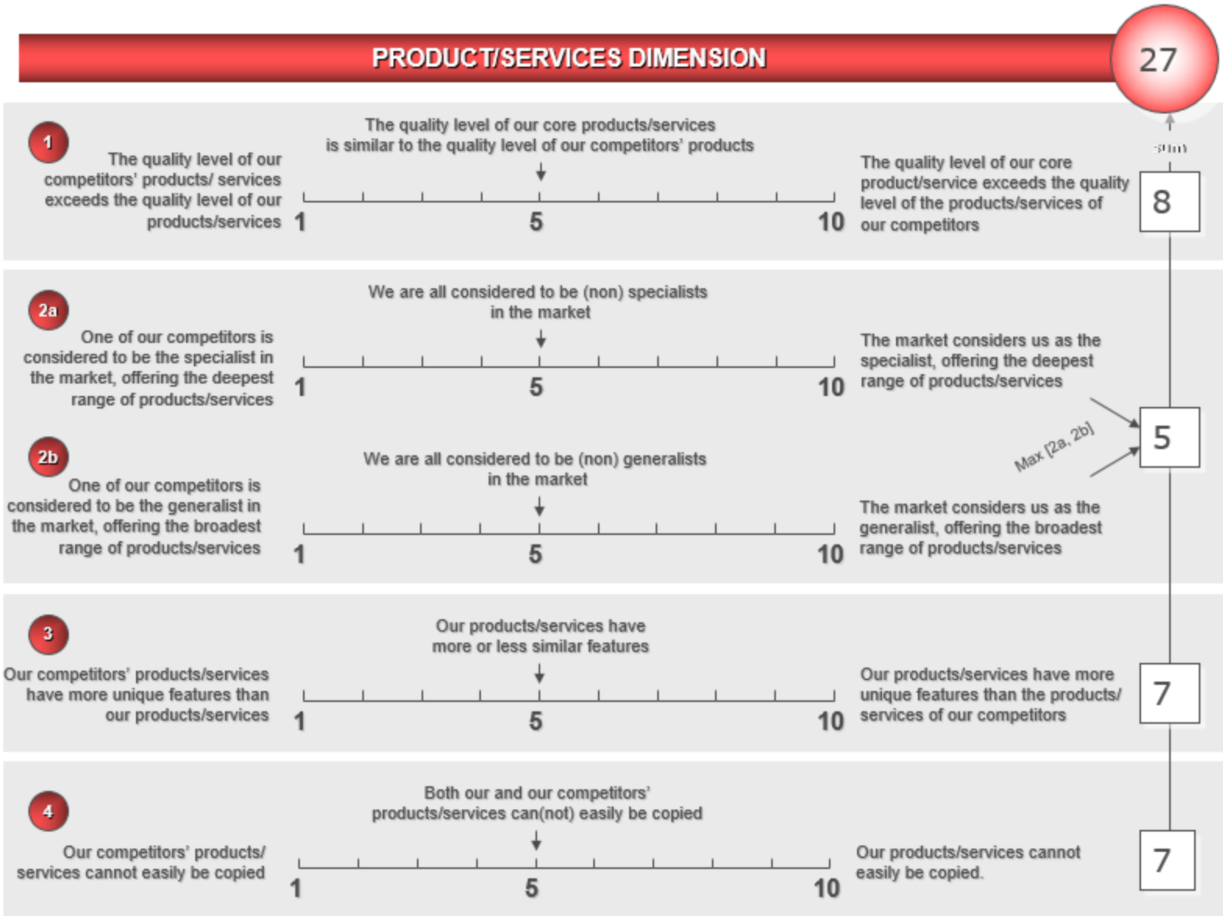
STRATEGY FORMULATION EXERCISE Q2

CUSTOMER DIMENSION

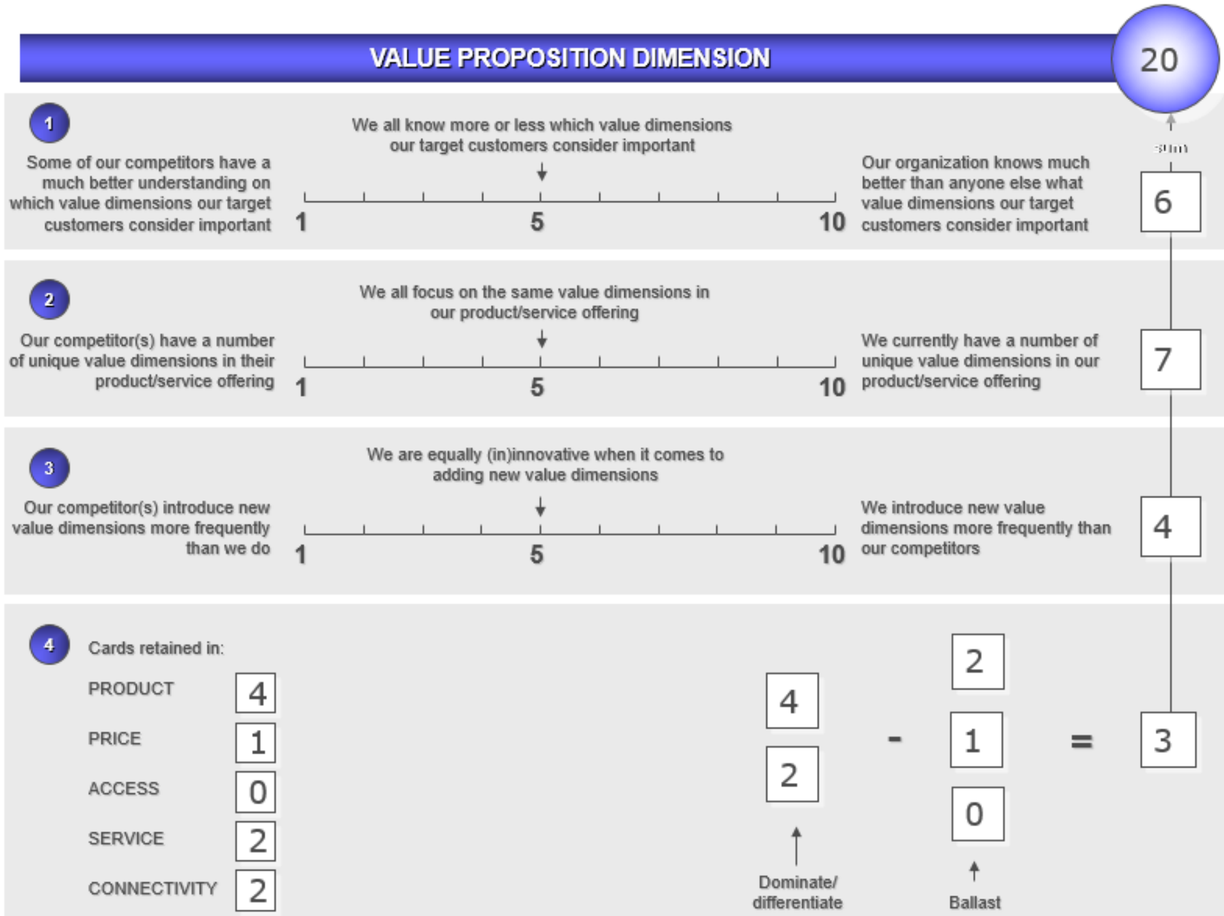
28

sum

#	Score 1	Score 5	Score 10	Score
1	Our competitor(s) focus(es) on a lower number of customer segments than we do	We focus on the same number of customer segments as our competitors	Our organization focuses on a smaller number of customer segments than our competitors	5
2	Some competitors fulfil the needs of our target customers better than we do	We fulfil the needs of our target customers as good as our competitors	We fulfil the needs of our target customers better than our competitors	8
3	Some of our competitors offer products/services to relevant seg-ments we haven't addressed yet	We all address the same customer segments as our competitors	We offer products/services to customer(s) (segments) that our competitors don't address	7
4	Some of our competitors have relevant information on our target customers that we don't have	We have more or less the same customer information as our competitors	We have information on our target customers that our competitors don't have	8



PRODUCT/SERVICES DIMENSION
27
1
The quality level of our competitors' products/ services exceeds the quality level of our products/services
The quality level of our core products/services is similar to the quality level of our competitors' products
The quality level of our core product/service exceeds the quality level of the products/services of our competitors
1
5
10
8
2a
One of our competitors is considered to be the specialist in the market, offering the deepest range of products/services
We are all considered to be (non) specialists in the market
The market considers us as the specialist, offering the deepest range of products/services
1
5
10
Max [2a, 2b]
5
2b
One of our competitors is considered to be the generalist in the market, offering the broadest range of products/services
We are all considered to be (non) generalists in the market
The market considers us as the generalist, offering the broadest range of products/services
1
5
10
3
Our competitors' products/services have more unique features than our products/services
Our products/services have more or less similar features
Our products/services have more unique features than the products/ services of our competitors
1
5
10
7
4
Our competitors' products/ services cannot easily be copied
Both our and our competitors' products/services can(not) easily be copied
Our products/services cannot easily be copied.
1
5
10
7


VALUE PROPOSITION DIMENSION
20
1
Some of our competitors have a much better understanding on which value dimensions our target customers consider important
We all know more or less which value dimensions our target customers consider important
1
5
10
Our organization knows much better than anyone else what value dimensions our target customers consider important
6
2
Our competitor(s) have a number of unique value dimensions in their product/service offering
We all focus on the same value dimensions in our product/service offering
1
5
10
We currently have a number of unique value dimensions in our product/service offering
7
3
Our competitor(s) introduce new value dimensions more frequently than we do
We are equally (in)innovative when it comes to adding new value dimensions
1
5
10
We introduce new value dimensions more frequently than our competitors
4
4
Cards retained in:
PRODUCT 4
PRICE 1
ACCESS 0
SERVICE 2
CONNECTIVITY 2
4
2
Dominate/ differentiate
-
2
1
0
Ballast
=
3

OPERATING MODEL DIMENSION

18

1

We all know which resources and capabilities offer a competitive advantage in the market

Some of our competitors understand much better which resources and capabilities offer a competitive edge in the market — 1 … 5 … 10 — We understand much better than our competitors which resources and capabilities offer a competitive advantage in the market

3

2

We all have more or less the same value chain/business model

Our competitor(s)' value chain/ business model is very different from the generally accepted value chain/business model — 1 … 5 … 10 — Our value chain/business model is very different from the competitors' value chain/business model

5

3

Our skill and competence base is more or less similar in the market

Some of our competitor(s) have a unique set of skills and competences that match our value proposition better — 1 … 5 … 10 — We have a set of unique skills and competences that support and reinforce our value proposition

8

4

Number of bullets in the:

OPERATIONAL EXCELLENCE COLUMN	3
PRODUCT LEADERSHIP COLUMN	0
CUSTOMER INTIMACY COLUMN	3

7 bullets in one column: 10p
6 bullets in one column: 8p
5 bullets in one column: 6p
4 bullets in one column: 4p
3 bullets in one column: 2p

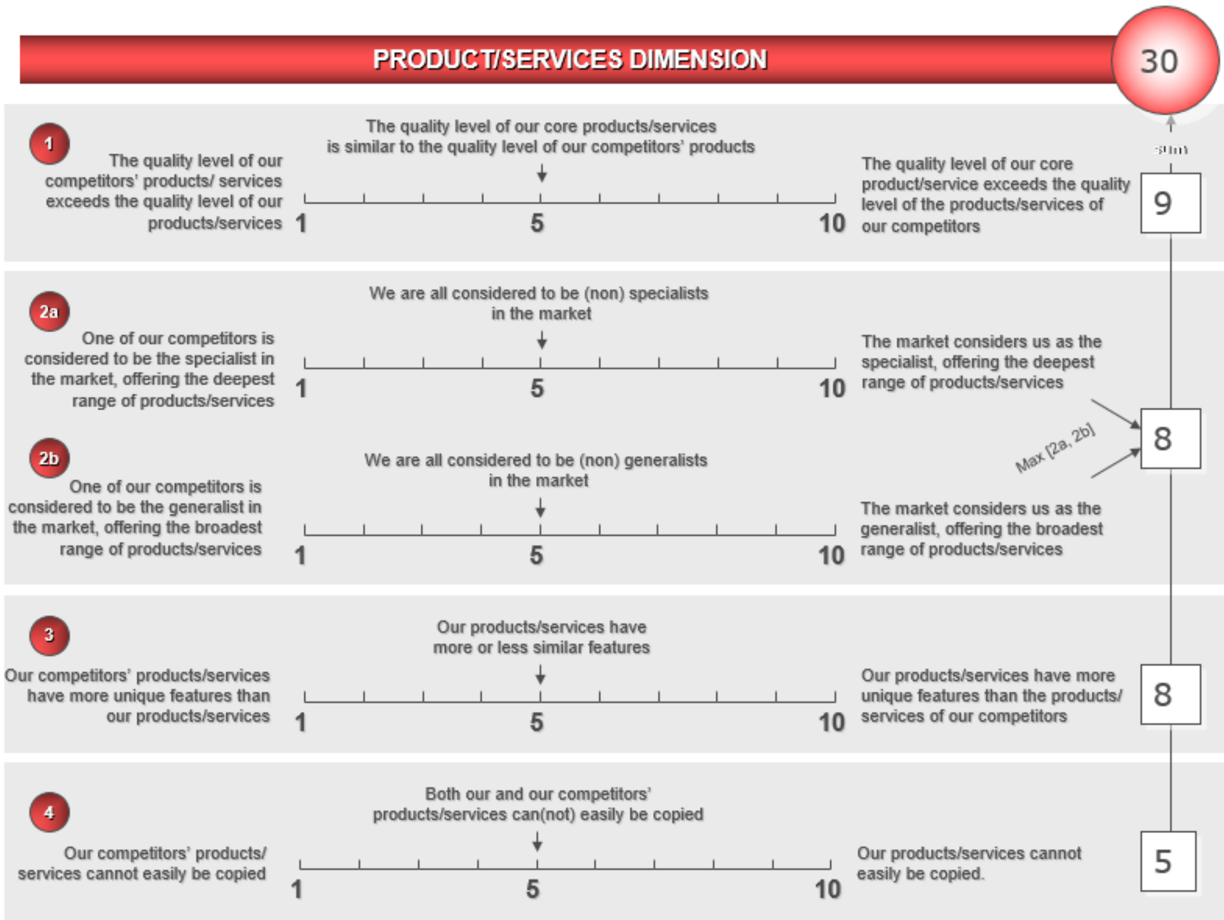
2

STRATEGY FORMULATION EXERCISE Q3

CUSTOMER DIMENSION

28

#	1	5	10	Score
1	Our competitor(s) focus(es) on a lower number of customer segments than we do	We focus on the same number of customer segments as our competitors	Our organization focuses on a smaller number of customer segments than our competitors	5
2	Some competitors fulfil the needs of our target customers better than we do	We fulfil the needs of our target customers as good as our competitors	We fulfil the needs of our target customers better than our competitors	8
3	Some of our competitors offer products/services to relevant segments we haven't addressed yet	We all address the same customer segments as our competitors	We offer products/services to customer(s) (segments) that our competitors don't address	8
4	Some of our competitors have relevant information on our target customers that we don't have	We have more or less the same customer information as our competitors	We have information on our target customers that our competitors don't have	7


PRODUCT/SERVICES DIMENSION
30
1
The quality level of our competitors' products/ services exceeds the quality level of our products/services
The quality level of our core products/services is similar to the quality level of our competitors' products
The quality level of our core product/service exceeds the quality level of the products/services of our competitors
1 5 10
9
2a
One of our competitors is considered to be the specialist in the market, offering the deepest range of products/services
We are all considered to be (non) specialists in the market
The market considers us as the specialist, offering the deepest range of products/services
1 5 10
Max [2a, 2b]
8
2b
One of our competitors is considered to be the generalist in the market, offering the broadest range of products/services
We are all considered to be (non) generalists in the market
The market considers us as the generalist, offering the broadest range of products/services
1 5 10
3
Our competitors' products/services have more unique features than our products/services
Our products/services have more or less similar features
Our products/services have more unique features than the products/ services of our competitors
1 5 10
8
4
Our competitors' products/ services cannot easily be copied
Both our and our competitors' products/services can(not) easily be copied
Our products/services cannot easily be copied.
1 5 10
5

Appendix H3: Course of the strategy workshop

The Strategy Formulation Framework of Kurt Verweire was used as an objective way to measure the current strategy, indicated by the current main stakeholders of UPsports (the frontline, CFO of Vigo and the head of Marketing of Vigo). More specifically, first a questionnaire and afterwards a workshop was conducted. Whereas the strategy questionnaire served as an indication for the different visions on strategy by the main stakeholders, the workshop enabled more in-depth qualitative input and active coaching.

The results of the anonymized filled-in questionnaires for each stakeholder, with the scores for every dimension can be consulted in Appendix G2. A total overview of the results can be consulted in figure 12. On the customer dimension scores between 25 and 30 are obtained, whereas the scores for the value proposition dimension and operating model dimension are much lower. Overall, UPsports obtains 'mediocre' scores, indicating no clear choices have been made. An overview of the results on the different dimensions measured in the strategy questionnaire are displayed in the figure below.

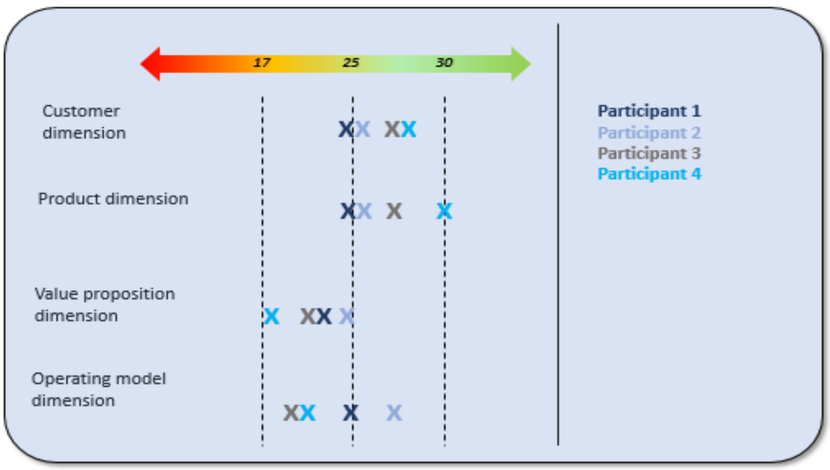


Figure: Overview of the results of the strategy workshop. A score below 17 indicates no clear consistency in the answers of the different stakeholders. A score between 17 and 25 indicates mediocracy; there is some consistency, yet room for improvement. A score above 30 indicates a clear direction and is usually obtained by successful companies.

During the workshop, the results of the questionnaire have been nuanced, strengthened or contradicted by the results of the market research and competitive analysis in order to provoke some interesting insights with the participants and provide them with a more complete view. In addition, it is important to mention that the input gathered of the stakeholders will be merely used as a starting point for defining the final strategy and is thus not final in itself. The final position will be defined in the position determination, where all analysis come together.

Based upon the input of the strategy workshop the answers on the following dimensions were formulated:

- **Whom do we serve?** UPsports should keep on focusing on top athletes as a good fit exists between what the athlete looks for and what UPsports can offer them. In addition, in order to fulfil the growth ambitions and become a lucrative business unit, UPsports also aims to focus on recreational sportsmen/women. In order to answer the question whom not to serve, it was indicated that the non-athletes and non-sportsmen will no longer be the main focus.

- **What do we provide?** The answers on the questionnaire did not clearly indicate a preference for UPsports as a specialist or a generalist. Nevertheless, the discussion clearly revealed a preference for UPsports in an independent specialist position, providing a more holistic solution to their customers by establishing partnerships with other specialists. That is, UPsports will remain the main specialist and provider of biomechanical screening and sensomotoric sports alignment.
- **What is our value proposition?** According to the Strategy Formulation Framework, a company can focus on one of the five possible value propositions, being price, product, access, service and connectivity. The results of the questionnaire demonstrated a clear preference for connectivity by the frontline and some high scores for the product value by the other stakeholders. Yet, the workshop confirmed the choice for connectivity as a dominator in the specialized high-quality market and product as the differentiator as the customers clearly expressed a need to feel listened to.
- **What is our operating model?** As the operating model dimension is linked to the value proposition, the scores on this dimension are also rather low, indicating a discrepancy in opinion between the stakeholders. Yet, the discussion revealed that customer intimacy would be the chosen way to go. The question put forward as a result of a customer intimate operating model is: how to scale such a model. An answer to this question will be formulated in the second part of this report.

Appendix I: UPsports 'TO BE'

Appendix I1: Customer segmentation

The book 'Principles of Marketing' (Kotler, Philip, Armstrong, Gary (2017)) describes several criteria on which to distinguish customers. The most relevant ones are chosen in order to describe the customer segmentation of the UPsports of the future. The segmentation is divided into four areas: Geographic, demographic, behavioristic and psychographic segmentation.

Geographic segmentation

On the short term, the aim is to cover whole Flanders and Belgium. The Flemish/Belgian market is a reasonable homogeneous market, all areas having similar market characteristics.

Demographic segmentation

The age of the target group varies between 16 and 60 years. Athletes with ages outside this range are also welcome at UPsports, however, no focused targeting will happen on these sportsmen/women. In addition, the focus will be on the high-income families or individuals, being both men and women.

Behavioristic segmentation

The behavioristic segmentation describes the behavior of the customers towards the products and services offered by UPsports, talking about the attitude towards the product, the loyalty status, the readiness stage, benefit behavior, occasion, etc.

Given the strategy to go for connectivity as dominant value offered, the aim is to build loyal relationships with the customers resulting in a high loyalty status. It follows that the focus will be on stimulating sportsmen to come regularly, instead of on a special occasion. Currently, the awareness about biomechanical screenings and steering products is limited with the big audience, which also leads to an indifferent attitude towards the product. The large customer satisfaction of the current customers forms a potential to stimulate both the awareness and the attitude of the big audience, towards a more positive and entusiastic one. The benefit behavior created by UPsports, in other words, the value offered to the customers, is centered around customer connectivity: At UPsports, you feel treated like an athlete, your personal situation is taken seriously, and you are helped with specialized services and products centered around you as an athlete.

Psychographic segmentation

Targeting customers based on psychographic characteristics allows to attract customers with a certain lifestyle, attitude, personality. The personality that UPsports aims to target is the self-conscious, hard-working and ambitious sportsmen/women that sports every week. In the long term, the focus will be on several types of sports. Yet, in the beginning the focus will be on the running sports. In addition, first higher-level athletes will be targeted, and a top-down approach will be used to also approach the recreational athletes.

Appendix I2: Decision making units

Overview of the roles taken up by the different decision-making units in the model:

- **Decision makers** have the ultimate say about a purchase regardless of the other users, influencers, recommenders and economic buyers.
- **The economic buyer** is the one who has the budget for the purchase and must approve the expenditure.
- **Recommenders** have an impact on the final purchasing decision. They differ from the influencers as they can make or break a sale.
- **Saboteurs:** You often have people who like the status quo. Your product might threaten some people's job, status, budget, etc. Therefore, you want to understand who will be threatened by your offering and how you can neutralize them.
- **Influencers** have a stake in a product or service that is being bought. They can be found at all levels of an organization or outside the organization.
- **End users** are the day-to-day users of the product or service.

Table X: Decision making units

Decision maker			
Who? • Recreative athletes • Professional athletes	Needs? • *Needs statements customers*	Value currently offered? • Recreative athletes: Curative solution for their problem. • Professional athletes: Improved performance and focus on results	Value that could be offered? • Recreative athletes: Insights in the biomechanics of own body while being treated as a unique case/ true athlete. Establishing a personal connection and relation with the customer. • Professional athletes: Improved performance and focus on results. Insights in the biomechanics of own body.
Economic buyer			
Who? • Recreative athletes • Entourage of professional athletes	Needs? • *Needs statements customers* • *Needs statements entourage*	Value currently offered? • Recreative athletes: Curative solution for their problem. • Entourage of professional athletes: Better performance of their top athletes. Solutions in accordance with market pricing	Value that could be offered? • Recreative athletes: Insights in the biomechanics of own body while being treated as a unique case/ true athlete. Establishing a personal connection and relation with the customer. Solutions in accordance with market pricing. • Entourage of professional athletes: Better performance of their top athletes. Solutions in accordance with market pricing.
Recommenders			
Who? • Physiotherapists • Osteopaths • Sports doctors	Needs? • *Needs statements of the medical partners*	Value currently offered? • Curative solution for their patients.	Value that could be offered? • Close collaboration and community creation, offering information and an extension on own expertise.
Saboteurs			

Who? • Physiotherapists • Osteopaths • Sports doctors	Why do they resist? • *Market research partners*	How are they currently neutralized? • No efforts were identified.	How to neutralize in the future? • Close collaboration and biomechanical community creation, offering information and education which deepens their current expertise.
Influencers			
Who? • Ambassadors • Word of mouth customers • Testimonials on the website • Magalie and Wim on sport events	Needs? • Personal alignment with brand • Financial compensation • Creative freedom • Satisfaction with the product	Value currently offered? • No efforts were identified.	Value that could be offered? • Internal influencers: Passionate and driven culture/ working atmosphere. Offering the opportunity to retrain and educate themselves. • External influencers: Personal connection with the UPsports brand
End users			
Who? • Recreative athletes • Professional athletes	Needs? • *Needs statements customers*	Value currently offered? • Recreative athletes: Curative solution for their problem. • Professional athletes: Improved performance and focus on results.	Value that could be offered? • Recreative athletes: Insights in the biomechanics of own body while being treated as a unique case/ true athlete. Establishing a personal connection and relation with the customer. • Professional athletes: Improved performance and focus on results. Insights in the biomechanics of own body.

Appendix J: List of assumptions concerning the business plan

Appendix J1.: Assumptions regarding the input of the operational plan

Overall assumptions

- All prices are exclusive BTW in the business plan.
- Ambassadors receiving products and service for free, are calculated as revenue and later subtracted as a marketing & sales cost.
- The organization of UPlabs and UPline at the medical partners are considered on hub level, while the contracts with soccer clubs on 'UPsports' level.

Assumptions regarding the share of **customers coming for insoles**

- Aim for within a few years is to have 85% of customers that are coming for insoles, this percentage is assumed throughout the whole business plan.
- Each customer coming for insoles buys on average 1.76 insoles per screening performed. Considering 85% of the customers come for insoles, results in 1.5 insoles sold per customer (150%).
- For the ordering of the second pair of insoles, no time is freed up. This happens via the customer login on the website.
- The aim is to stimulate 'insoles customers' to come back for a screening after one year. In reality, such a customer will return on average after 1.5 years, which is the number used in the business plan.

Assumptions regarding **customer duration and average pric**e of a screening routing (numbers in appendix X)

- For the average screening (meeting 1), a fixed percentage mix between PDG1, PDG2, PDG3 and consultation is used in which there is assumed that no customers are coming for a PDG3.
- All customers coming for insoles (85%) are returning for a delivery (second meeting) and 50% of the customers are returning for a check-up (meeting 3).
- Next to the three meetings, an administration time of 10 minutes per customer (including finalizing the report, contacting the corresponding clinician, …) is calculated in the average duration of 1 customer.

Assumptions regarding **average spending and COGS per customer** (numbers in appendix X)

- The products & services are divided into 5 categories (Screenings, UPsoles, UPshorts, UPsuits and other).
- A fixed product mix is assigned to the beforementioned categories, respectively (100%, 150%, 10%, 5%, 3%), representing how many percentages of the customers are buying the product/service.
- **It is assumed that the product mix is held constant over the years. As it will vary in reality, the effect of a change in the product mix is discussed in the scenario analysis.**
- The labor hours necessary to execute a screening or produce insoles are included in the contribution margin and payroll costs, but not in the COGS.

Assumptions regarding the calculations of **'the average time before customers return'** (numbers in appendix X)

- It's essential to calculate after how much time a customer returns <u>on average for a new screening</u> (not follow-up or delivery). As there is a large variety on the return time between the different types of customers, the customers are divided into three categories, to each assigned an assumed return time and percentage. A weighted average of the return time is calculated using 3% are top athletes returning every 4 months, 85% are helped with insoles and return every 1.5 years and 12% are customers coming for 'insights in own body' like they go to Bakala,… From the latter group it is assumed that 30% is returning every 5 years and 70% is never returning. As the target customers' ages are between 20 and 60 years, the range of 40 years means that every 40 years a customer is replaced by a new one. Never returning = 40 years before returning.
- The percentages of the different groups are equal to the percentages there will be aimed in the upcoming years (not the percentages as they are today).

Appendix J2: Assumptions regarding the two extra revenue streams

Assumptions regarding the revenue stream **'under contract on location' (numbers in appendix X)**

- **It is assumed that sports club members (also include the Olympic running team) are coming towards UPlab themselves at normal prices and are therefore calculated under the revenues of UPlab (the first revenue stream). This with an exception from soccer clubs as they have a more explicit demand for screenings on location and are willing to spend money. The label 'under contract' refers to only soccer clubs engaging for a similar contract as the one with Anderlecht nowadays.**
- 5 contracts can be attained in the next 10 years (4 in Flanders, 1 in Wallonia), growing from one in 2021 to five in 2025.
- A contract consists of 4 times a cluster of 2-3 full-day screening days and half-day consultations every 2 weeks.
- The number of UPproducts sold (assuming only to be UPsoles & UPsuits and in equal proportion) depend on the budget left over after the screenings.
- It is assumed that executing contracts is under the responsibility of UPsports managers, on the overhead payroll.

Assumptions regarding the revenue stream '**UPline at the medical partners'** (numbers in appendix X)

- It is assumed that 8 of the 60 partners in the network of one hub are exceeding the 'loyalty KPI' of 40 referred patients per year.
- Only physiotherapists and osteopaths can sell UPshorts, not doctors.
- Each selling 1 short per week from the third year on after opening of the hub, 1 short every 2 weeks in the second year and nothing in the first year.
- In the business plan a 18% commission is used, in reality there will be started with 12% and only be raised after evaluation.
- **A lot of variation on these assumptions are possible as UPline is never sold before at medical partners. This revenue stream should be introduced, tested and the beforementioned assumptions should be revised. Therefore, variation on these assumptions are mapped in the scenario analysis.**

Appendix J3: Assumptions regarding the organization of the UPlabs

Assumptions regarding the **organization of one hub**

- The hub is open 67 hours per week.

- At maturity employees are full-time occupied with customers (administration, screening, intake conversations, ...). The average duration for one customer is 103 minutes (calculated).
- 2 FTE per mature hub, each working a 40-hour week and 44.2 five-days equivalent weeks per year (holidays, official holidays, absence,..)
- 13 hours overlap between two employees in a hub at maturity.
- This results in 2060 customers per year per mature hub.
- Based on 2060 customers per year and a serviceable obtainable market per year of 15.9K customers in Flanders, is calculated that 7.7 such hubs are necessary in Flanders.

Assumptions regarding **one hub reaching maturity**

- The different maturity levels of a hub are expressed in % of customers.
- The number of hours the employees are working on screenings are the starting point to define the number of customers per year. The approach is thus based on an operational starting point, rather than a market demand market point.
- Regarding the costs: COGS and revenues are proportional to the maturity levels. The operating costs are at 100% as soon as a hub opens, and the employee payroll costs are proportional to the number of employees. The marketing costs are calculated based on the necessary number of customers to attract via each channel.
- Training period is not included in renumeration of an employee, separately on P&L under ‘training’.

Assumptions regarding **the hub expansion growth plan**

- One hub = repeatable unit of one UPlab with 2 FTE serving 2060 customers at maturity, reaching maturity in three years.
- There is chosen to open one hub every year.
- First year=62%, Second year=88%, third year= 97% and in second half of first year maturity is reached.
- Opening of a hub is assumed to be at January 1st, already generating revenues at 62% in the year of opening.

Appendix J4: Assumptions regarding Calculations of the building blocks of the P&L’s

Assumptions regarding **the revenues**

- The revenue stream of the UPlab in one hub is calculated based on the average spending per customers multiplied by the number of customers, assuming a fixed product mix.
- The revenue stream of the UPline at the medical partners in one hub is calculated based on the assumptions that this operates at 0%, 50% and 100% in respectively year 1, 2 and 3 after opening.
- For the revenue streams of UPlab and UPline at the medica partners on the overalll P&L, the growth plan of opening one hub per year and the corresponding maturity levels are assumed.
- For the overhead level revenue of the contracts with the soccer clubs it is assumed that 5 contracts, like the one of Anderlecht, are achieved by 2025.

Assumptions regarding **the COGS**

- The COGS of the UPlab in one hub is calculated based on the purchase price of the fixed product mix per customer.
- The COGS of the UPline at the medical partners in one hub is calculated based on the assumptions that this operates at 0%, 50% and 100% in respectively year 1, 2 and 3 after opening.
- For the revenue streams of UPlab and UPline at the medica partners on the overalll P&L, the growth plan of opening one hub per year and the corresponding maturity levels are assumed.
- For the overhead level revenue of the contracts with the soccer clubs it is assumed that 5 contracts, like the one of Anderlecht, are achieved by 2025.
- For the overhead level COGS of the contracts it is assumed that the number of UPproducts sold (assuming only to be UPsoles & UPsuits and in equal proportion) depend on the budget left over after the screenings. This leads to 22.7 UPsoles and 22.7 UPsuits on average.

Assumptions regarding **the payroll** (numbers in appendix X.3):

- For the payroll social charges, days of absence, year-end bonus, holidays, bonus, … are included and based on a monthly gross salary and the FTE necessary, the yearly renumeration for each role can be calculated.
- On hub level the following renumerations are included: Employees running the UPlab & Blue-collar workers producing the insoles sold in the hub.
- On overhead P&L level the following renumerations are included: Administrative employee, Financial employee, Marketing manager and UPsports managers: content manager, hub manager and growth manager.
- The FTE of the first three overhead roles is assumed to be proportional to the number of UPlabs and therefore expressed as FTE/UPlab. This assumption is a simplification due to which the **economies of scale are not included in the overhead payroll**.
- For the UPsports managers, the FTE of the content manager and hub manager is also assumed to be proportional to the number of hubs (0.15/hub), while the growth manager FTE (=0.5) stays constant over the years due to his job description, being responsible for the strategic growth of UPsports over the years.
- Only bonus for employees and managers of UPsports.
- Overhead renumeration as soon as one hub opens.
- An employee stays on average 5 years at UPsports before dismissal.
- No bonus during training, yes year-end bonus and vacation.
- Opening new hub: 6 months before training of 1st employee and 6 months after of 2nd.

Assumptions regarding **the OPEX** (numbers in appendix X.4):

- The costs are assumed to be 100% as soon as a hub opens.
- Hub level: the rent of the location, control and repair of treadmill and cameras, update Templo and other software, purchase of work material, car, CRM software and utilities.
- Overhead level:
  1) Maintenance of the mobile lab used for screenings on location with soccer clubs
  2) Logistics
- Logistics consists of the delivery of the products between the different hubs and the delivery and packaging of the UPshorts sold via medical partners.
- The delivery between the hubs is done via B-post.

- The delivery and packaging for UPline at the medical partners is done via DINA.

Appendix J5: Assumptions regarding the marketing and sales channels

Assumptions regarding the costs and number of customers attracted by **Sports Club visits**

- 8 sports clubs are visited per hub in the years before reaching maturity, each club having 40 members attaining the demonstration of UPsports, from wich 40% will come to UPsports.
- The sports clubs will be visited by UPlab employees (paid 34.39€/hour) and take up 4 hours of the employees' time.
- The total cost of one sportsclub visit consist of the employee cost and the transportation cost (on average 40km).

Assumptions regarding the costs and number of customers attracted via **Medical partners**

- It is assumed that 50% of the customers is referred by partners and 50% of the customers is coming directly.
- The partner network of one partner consists of 30 partners at maturity to fill his/her working hours, corresponding to 60 partners per hub as one hub consists of 2 FTE.
- A conversion rate of 52% is assumed, which means 52% of the visited partner become a partner of UPsports, which leads to an assumption of 115 partners visited before maturity of the hub.
- A 'partner visit' consists of one visit in their own practice (1.5h) and own visit in UPlab (2h).
- On average a partner refers 17 patients per year.
- The total cost of visiting partners consists of the employee hours and transportation cost.

Assumptions regarding the costs and number of customers attracted via **Ambassadors.**

- From 2021 to 2030 a fixed number of 4 top athlete ambassadors and 7 sub top ambassadors is assumed. This because in the beginning a kick-start of the brand awareness campaign is necessary while after few years this is proportional with the size of UPsports.
- Offering to top athlete: 24 screenings, 5 insoles, 5 UPsuits, 1 UPshort and extra pay of €4,000 per year = total yearly cost of €7,136 per ambassador.
- Offering to sub top: 12 screenings, 2 insoles, 2 UPsuits and 1 UPshort = total yearlty cost of €7,136 per ambassador.
- The costs of the ambassadors are calculated as 'revenues missed', so at the selling price not at the purchasing price of all products.
- It is assumed that top athletes have 16,700 followers on instagram while the sub top has 2000 followers, from which 1% will come to UPsports due to one year of posting of the ambassadors.

Assumptions regarding the costs and number of customers attracted via **Social media ads**

- Social media is done on hub level, only investing in ads in 40km radius around hub.
- It is assumed that for one hub at maturity, 50% of the customers are coming via medical partners and 50% is coming directly.
- Customers coming directly can come via word of mouth (whether or not actively stimulated) or via social media ads in 40km around the hub and the assumed division is respectively 60%-40% at maturity of the hub.

- A hub at maturity has 2060 customers per year.
- Assuming a conversion rate of 0.10% when seeing 10 impressions and a cost of €5 per 1000 impressions.

Assumptions regarding the costs and number of customers attracted via **referral program**

- An assumed price of € 30 per customer is given when referring 5 new customers to UPsports.
- It is expected that 1% of the total amount of customers does attract 5 new customers.

Assumptions regarding the costs and number of customers attracted via **organic word of mouth**

- There is assumed that about 20% of the customers can come via organic word of mouth without any stimulus of UPsports itself.

Appendix J6: Assumptions regarding the CAPEX

- All numbers are based on the UPlabs in Wetteren en Sterrebeek.
- Renewal mobile lab in 2022 is necessary for contracts with soccer clubs.
- Recurring CAPEX starts one year after opening hub.
- 2023: renewal of treadmill and cameras in Wetteren
- 2024: renewal of treadmill and cameras in Sterrebeek/Brussel 1
- 2026: Renewal of treadmill and cameras of Antwerpen 1

Appendix K: General input for the operational plan

Appendix K1: number assumptions for operational plan

Average customer duration:

Customer duration (in UPlab)	
Meeting 1: screening	
PDG 1 duration (min)	30
PDG 2 duration (min)	60
PDG 3 duration (min)	90
Consultation duration (min)	30
PDG 1 price (€) (excl BTW)	37,19
PDG 2 price (€) (excl BTW)	61,98
PDG 3 price (€) (excl BTW)	90,91
Consultation price (€) (excl BTW)	24,79
PDG 1 % in mix	20%
PDG 2 % in mix	75%
PDG 3 % in mix	0%
Consultation % in mix	5%
Meeting 2: delivery	
duration	30
Price (€) (excl BTW)	0
% customer coming for second meeting	85%
Meeting 3: Check-up	
duration	30
Price (€) (excl BTW)	24,79
% customer coming for check-up	50%
Administration	
duration per customer by employee in UPlab (min)	10
Average duration 1 customer (min)	103
Average price screening routing (€) (excl BTW)	67,56

Average spending per customer

Product mix (in UPlab)	
Screening routing price (€) (excl BTW) (incl checkup %)	67,56
UPsoles price (€) (excl BTW)	122,64
UPshorts price (€)(excl BTW)	81,82
UPsuits price (€)(excl BTW)	150,41
Other price (€)(excl BTW)	81,66
Screening routing AKP (€) (excl BTW) (incl checkup %)	0,00
UPsoles AKP (€) (excl BTW)	36,79
UPshorts AKP (€)(excl BTW)	45,00
UPsuits AKP (€)(excl BTW)	53,63
Other AKP (€)(excl BTW)	34,66
Screenings % of customers	100%
UPsoles % of customers	150%
UPshorts % of customers	10%
UPsuits % of customers	5%
Other % of customers	3%
Average COGS per customer (€) (excl BTW)	63,41
Average spending per customer (€) (excl BTW)	269,68

Number of years before an average customer returns:

Customer behavior (in UPlab)	
Topsports # years before returining	0,33
Curative for insoles # years before returning	1,5
Performance enhancing/preventive returning every 5 years	30%
Performance enhancing/preventive never returning	70%
Performance enhancing/ preventive #y before returning	29,5
% of topsporters	3%
% of customers for curative insoles	85%
% performance enhancing/preventive motives	12%
Average time before customers return (years)	4,8249

Appendix K2: extra information about the choice of locations

- Antwerp will be the first location to open next to the already existing locations of Sterrebeek and Wetteren. Antwerp is a rather rich city surrounded by other wealthy cities targeting the rather high-income group UPsports acquires to sell their products and services. The population density around Antwerp is the highest in Belgium next to Brussels (Statistiek Vlaanderen,2020), implying a high number of potential customers in the capture area. Next to the favorable demographic factors, Antwerp city also has the largest number of sport clubs of Belgium; more than 1.000 sport clubs with over 80.000 members are positioned in the city (GVA,2015). UPsports already has some connections with interested medical parties in biomechanical screenings as well as customers. There are also some potential partnerships that showed interest in UPsports that could be interesting, such as Move to cure and Reftraining.

- The second location that would open is Genk. One of the main incentives to open a location in Genk is the high interest of the already existing medical partners of UPsports located there. The capture area around Genk includes all most Limburg entirely resulting in a stronger brand awareness in this province. Similar to Antwerp is Genk surrounded by wealthy cities existing out of possible customers. The population density in this capture area is a bit smaller than the one in Antwerp. Nonetheless, from out the practice it is noticed that medical partners such as physiotherapists are more willing to cooperate in this area of Belgium.

- To cover Flanders entirely the last hub should be based in Roeselare. With this hub West Flanders is covered and UPsports is well represented in Flanders. Roeselare is a wealthy city easily accessible through its adjacent highway for the rest of West Flanders. There are multiple major stores that attract a large portion of the sporty West Flemish people to Roeselare for stores such as the famous bike store ‘Van Eyck’. The capture area in absolute numbers is lower than in the other four hubs as there is a lower population density in West Flanders. On the flipside this does lead to the highest numbers of sports clubs per 1000 inhabitants in Flanders.

Appendix L: Contribution margins products/services, revenue streams

Contribution margin products/services:

Contribution margins	
Cost of one hour renumeration = yearly salary / hours of working per year	
Cost of one hour employee (€/hour)	34,39
Cost of one hour manager (€/hour)	74,07
Contribution margin products	
Contribution margin screening	
Average price screening routing (excl BTW)	67,56
Purchase price (excl BTW)	0,00
Direct labor cost (€/per screening)	-59,04
Contribution margin	8,52
%	**12,62%**
Contribution margin UPsoles	
Average price UPsoles (excl BTW)	122,64
Purchase price (excl BTW)	-36,79
Direct labor cost (€/per insole)	-8,40
Contribution margin	77,45
%	**63,15%**
Contribution margin UPshorts	
Average price UPshorts (excl BTW)	81,82
Purchase price (excl BTW)	-45,00
Direct labor cost (€/per insole)	0
Contribution margin	36,82
%	**45,00%**
Contribution margin UPsuits	
Average price UPsuits (excl BTW)	150,41
Purchase price (excl BTW)	-53,63
Direct labor cost (€/per insole)	0
Contribution margin	96,78
%	**64,34%**
Contribution margin other	
Average price other (excl BTW)	81,66
Purchase price (excl BTW)	-34,66
Direct labor cost (€/per insole)	0
Contribution margin	47,01
%	**57,56%**

Contribution margins revenue streams:

Contribution margin customer	
Average spending customer (€)	269,68
Average COGS customer (€)	-63,41
Average direct labor cost per customer - Employee (€)	-59,03717647
Average direct labor cost per customer - blue collar (€)	-12,60
Contribution margin	134,63
%	**49,92%**
Contribution margin Contract	
Price (excl BTW) (€/contract)	24793,388
Purchase price all Upsoles contract (€/contract)	-835,189
Purchase price all Upsuits contract (€/contract)	-1217,474
Direct labor cost - Managers (€/contract)	-13332,967
Direct labor costs - blue collar for insoles (€/contract)	-190,639
Contribution margin	9217,119
%	**37,18%**
Contribution margin UPshorts @ physio	
Average price UPshorts (excl BTW)	81,82
Commission	-14,73
Purchase price (excl BTW)	-45,00
Direct labor cost (€/per insole)	0
Delivery and packaging (€/delivery)	-6
Contribution margin	16,09
%	**19,67%**

Appendix M: P&L

Appendix M1: Revenues of P&L

Revenue of UPlabs										
Wetteren	€ 277,740.69	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Sterrebeek	€ 371,478.18	€ 510,348.52	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Antwerpen 1	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Genk	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Gent	€ -	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Brussels 1	€ -	€ -	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Brussels 2	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Luik	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39	€ 555,481.39	€ 555,481.39
Roeselare	€ -	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39	€ 555,481.39
Namen	€ -	€ -	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39	€ 555,481.39
Antwerpen 2	€ -	€ -	€ -	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35	€ 555,481.39
Bergen	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97	€ 541,594.35
Einhoven	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 343,704.11	€ 489,517.97
Utrecht	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 343,704.11
Total revenues of UPlabs	€ 992,922.98	€ 1,899,051.99	€ 2,485,779.20	€ 3,041,260.59	€ 3,596,741.97	€ 4,152,223.36	€ 4,707,704.75	€ 5,263,186.13	€ 5,818,667.52	€ 6,374,148.90

Revenue UPline at medical partners										
Wetteren	€ 13,954.91	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Sterrebeek	€ 18,664.69	€ 25,642.15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Antwerpen 1	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Genk	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Gent	€ -	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Brussels 1	€ -	€ -	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Brussels 2	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Luik	€ -	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Roeselare	€ -	€ -	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82	€ 27,909.82
Namen	€ -	€ -	€ -	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82	€ 27,909.82
Antwerpen 2	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82	€ 27,909.82
Bergen	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 13,954.91	€ 27,909.82
Einhoven	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 13,954.91
Utrecht	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Total revenues of UPline at physio	€ 32,619.60	€ 67,506.87	€ 97,684.36	€ 125,594.18	€ 153,504.00	€ 181,413.82	€ 209,323.64	€ 237,233.45	€ 265,143.27	€ 293,053.09

Revenues under contract										
Number of contracts	1	2	3	4	5	5	5	5	5	5
Total revenues of contracts	€ 24,793.39	€ 49,586.78	€ 74,380.17	€ 99,173.55	€ 123,966.94	€ 123,966.94	€ 123,966.94	€ 123,966.94	€ 123,966.94	€ 123,966.94

Appendix M2: COGS of P&L

COGS of UPlabs										
Wetteren	€ 65.306,17	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Sterrebeek	€ 87.347,01	€ 120.000,10	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Antwerpen 1	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Genk	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Gent	€ -	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Brussels 1	€ -	€ -	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Brussels 2	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Luik	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35	€ 130.612,35	€ 130.612,35
Roeselare	€ -	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35	€ 130.612,35
Namen	€ -	€ -	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35	€ 130.612,35
Antwerpen 2	€ -	€ -	€ -	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04	€ 130.612,35
Bergen	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13	€ 127.347,04
Einhoven	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 80.816,39	€ 115.102,13
Utrecht	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 80.816,39
Total COGS of UPlabs	**€ 233.469,57**	**€ 446.530,97**	**€ 584.490,26**	**€ 715.102,61**	**€ 845.714,96**	**€ 976.327,31**	**€ 1.106.939,66**	**€ 1.237.552,01**	**€ 1.368.164,36**	**€ 1.498.776,71**
COGS UPline at medical partners										
Wetteren	€ 9.360,00	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Sterrebeek	€ 12.519,00	€ 17.199,00	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Antwerpen 1	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Genk	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Gent	€ -	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Brussels 1	€ -	€ -	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Brussels 2	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Luik	€ -	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Roeselare	€ -	€ -	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Namen	€ -	€ -	€ -	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00	€ 18.720,00
Antwerpen 2	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00	€ 18.720,00
Bergen	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 9.360,00	€ 18.720,00
Einhoven	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 9.360,00
Utrecht	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Total COGS of UPline at physio	**€ 21.879,00**	**€ 45.279,00**	**€ 65.520,00**	**€ 84.240,00**	**€ 102.960,00**	**€ 121.680,00**	**€ 140.400,00**	**€ 159.120,00**	**€ 177.840,00**	**€ 196.560,00**
Overhead	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
COGS under contract										
Number of contracts	1	2	3	4	5	5	5	5	5	5
COGS UPsoles	€ 835,19	€ 1.670,38	€ 2.505,57	€ 3.340,76	€ 4.175,95	€ 4.175,95	€ 4.175,95	€ 4.175,95	€ 4.175,95	€ 4.175,95
COGS UPsuits	€ 1.217,47	€ 2.434,95	€ 3.652,42	€ 4.869,90	€ 6.087,37	€ 6.087,37	€ 6.087,37	€ 6.087,37	€ 6.087,37	€ 6.087,37
Total COGS under contract	**€ 2.052,66**	**€ 4.105,33**	**€ 6.157,99**	**€ 8.210,65**	**€ 10.263,32**	**€ 10.263,32**	**€ 10.263,32**	**€ 10.263,32**	**€ 10.263,32**	**€ 10.263,32**

Appendix M3: Payroll on P&L

Assumptions on input numbers:

Calculations	
Yearly renumeration 1 FTE employee in UPlab (€)	60802,6
Yearly renumeration 1 FTE blue collar insoles prod (€)	44544,0
Yearly renumeration 1 FTE administrative employee (€)	44544,0
Yearly renumeration 1 FTE marketing manager(€)	97996,8
Yearly renumeration 1 FTE financial employee (€)	71270,4
Yearly renumeration 1 FTE UPsports manager (€)	130959,4
Training of 1 employee (6 months)	28953,6
Teambuilding: lunch and learn, 10 miles, dinners (€/empl)	250
Number of insoles produced by 1 FTE blue collar per year	5304,0
Number of insoles per hub	3089,708738
FTE blue collar worker insoles production of one hub	0,582524272
Number of insoles for one contract	22,70
FTE blue collar worker for one contract	0,43%

Renumeration employees	
Monthly gross salary employee in UPlab (€)	3250
Monthly gross salary blue collar insoles production (€)	2500
Monthly gross salary marketing manager (€)	5500
Monthly gross salary administrative employee (€)	2500
Monthly gross salary financial employee (€)	4000
Monthly gross salary UPsports managers (€)	7000
Hub level	
FTE employee in UPlab (FTE/UPlab)	2
Number of insoles per hour (#)	3
Overhead level	
FTE administrative employee (FTE/UPlab)	0,05
FTE marketing manager (FTE/UPlab)	0,025
FTE financial employee (FTE/UPlab)	0,025
FTE UPsports managers (FTE/UPlab)	0,15
FTE UPsports manager overall	0,5
Other payroll (Bonus) (%)	5%
Year-end bonus + holiday pay (months)	13,92
Social charges	28%
Working hours per week	40
Number of days in a year	365
Number of weekend days in a year	104
Number of official holidays a year	10
Number of vacations days a year	25
Average days of absence per employee	5
Number of working days per FTE per year	221
Working weeks equivalent (5-day -weeks) of one FTE	44,2
Working hours per year of one FTE	1768

Appendix M4: OPEX on P&L

OPEX on hub level:

1 hub at maturity		
Rent (60-80 m2)	€	18.000,00
Control and repair treadmill	€	1.000,00
Update software	€	800,00
Update Templo	€	600,00
Purchase work material	€	1.000,00
CRM software	€	600,00
Car	€	8.000,00
Utilities	€	1.000,00
Total	**€**	**31.000,00**

Assumptions for calculations:

Logistics	
Logistics deliveries UPproducts between hubs	
UPS transport from Wetteren Vigo to 1 hub: 1 delivery each week	
Delivery = 65 soles, 4 shorts, 2 suits, 1 other = 19kg *2 & 1 m³	
Delivery (per year, single hub)	1992,12
Delivery (per year, double hub)	3952

CRM software
To send automatic mails, keep customer data, .. --> €50/maand

OPEX on overall level:

Multiplication of hubs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Number of hubs opened	3	4	5	6	7	8	9	10	11	12
Total operating costs all hubs	**€ 93.000,00**	**€ 124.000,00**	**€ 155.000,00**	**€ 186.000,00**	**€ 217.000,00**	**€ 248.000,00**	**€ 279.000,00**	**€ 310.000,00**	**€ 341.000,00**	**€ 372.000,00**
Overhead	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Number single hubs	3	4	3	4	5	6	5	6	7	8
Number of double hubs			1	1	1	1	2	2	2	2
Maintainance mobile lab	€ -	€ -	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00	€ 800,00
Logistics - Delivery between hubs	€ 5.976,36	€ 7.968,48	€ 9.928,36	€ 11.920,48	€ 13.912,60	€ 15.904,72	€ 17.864,60	€ 19.856,72	€ 21.848,84	€ 23.840,96
Logistics - Delivery UPline @ physio	€ 2.917,20	€ 6.037,20	€ 8.736,00	€ 11.232,00	€ 13.728,00	€ 16.224,00	€ 18.720,00	€ 21.216,00	€ 23.712,00	€ 26.208,00
Total operating overhead cost	€ 8.893,56	€ 14.005,68	€ 19.464,36	€ 23.952,48	€ 28.440,60	€ 32.928,72	€ 37.384,60	€ 41.872,72	€ 46.360,84	€ 50.848,96
Total										
Total	**€ 101.893,56**	**€ 138.005,68**	**€ 174.464,36**	**€ 209.952,48**	**€ 245.440,60**	**€ 280.928,72**	**€ 316.384,60**	**€ 351.872,72**	**€ 387.360,84**	**€ 422.848,96**

Appendix M5: Marketing on the P&L

Visiting partners & sportsclubs					
HUB LEVEL		Maturity	Maturity -1	Maturity -2	Maturity -3
Transport costs (€/km)	0,3653				
Average distance back and forth (km)	40				
Yearly number of partners visited (own practice) per hub		0	10	45	60
Yearly number of sports clubs visited per hub		0	0	3	5

Folders					
HUB LEVEL		Maturity	Maturity -1	Maturity -2	Maturity -3
Cost for one folder	0,075				
Number of folders per hub		0	600	3000	4000

Education evening with partners					
HUB LEVEL		Maturity	Maturity -1	Maturity -2	Maturity -3
No guest lectures --> not lucrative					
ProQkine, SmartEducation, congresses --> Not yet, only when evidence					
Evenings every 2 months per employee for a group of 10 partners					
Costs of snacks and drinks for one evening (€)	35				
Number of evenings per hub --> 1 employee every 2 months		12	12	12	9

Social media for acquiring customers in 40 km range					
HUB LEVEL		Maturity	Maturity -1	Maturity -2	Maturity -3
Number of customers per year in one hub		2059,81	2008,31068	1815,203883	1274,50485
Number of customers per year in one hub coming directly		1029,90	1004,16	907,60	637,25
% of customers coming directly via word of mouth		60%	50%	30%	10%
% of direct customers necessary to come via social media		40%	50%	70%	90%
Number of yearly direct customers necessary to attract via social media		411,96	502,08	635,32	573,53
Aimed times per year a potential customer sees an impression	10				
Conversion rate when seeing the impression 10 times per year	0,10%				
Necessary amount of impressions		4119612	5020776,699	6353213,592	5735271,84
Cost for one impression (€)	0,005				
Total cost of social media per hub for attracting enough customers		***20598,06***	***25103,88***	***31766,07***	***28676,36***

Referral program: Stimulating word of mouth					
HUB LEVEL		Maturity	Maturity -1	Maturity -2	Maturity -3
% of customers per hub contributing to referral program	1%				
Average price of one 'gift' (€)	30				
Number of customers per hub contributing to program		20,59805825	20,0831068	18,15203883	12,7450485

Ambassadors	
OVERHEAD LEVEL	
Top athletes	
Number of screenings	25
Number of insoles	5
Number of UPsuits	5
Number of UPshorts	1
Extra pay offered (€)	4000
Total cost per contract	7136,14
Number of contracts with top athletes	4
Subtop athletes	
Number of screenings	12
Number of insoles	2
Number of UPsuits	2
Number of UPshorts	1
Total cost per contract	1438,67
Number of contracts with top sport	7

Website	
OVERHEAD LEVEL	
Website maintenance (€/year)	200

Sports magazines	
OVERHEAD LEVEL	
Sporsmagazines	
Space in sports magazine (1/2 page) (€)	500
Number of times per year in sports magazine	2

Appendix N: Train of thought behind cost-benefit analysis of marketing channels

Sports clubs

There are 8 accumulated visits to sports clubs around the hub in the years before the hub is reaching maturity. Assuming 40% of the club members will come to UPsports after a demonstration at the club, leads to an accumulated number of 128 customers. On average a customer returns every 4.82 years, which means a yearly customer base of 26 customers per hub is acquired by visiting sports clubs. The total accumulated cost for UPsports (€1217) consists of the transportation cost and the employee hours (about 4h per visit), leading to a cost of €9.51 per customer attracted.

Medical partners

As discussed in the section 'business model, 'the network of one employee will consist of 30 partners which means 60 partners for one hub as 2 FTE will work in one UPlab to be (see operational plan). Assuming a conversion rate of 52% results in 115 partners that should be visited per hub before reaching maturity. As mentioned, does a partner acquisition consist of one visit in their own practice (1.5h) and one visit in UPlab (2h), leading to an accumulated sum of both employee costs and transportation costs, of about €15.500. This is the cost for acquiring 60 partners, each referring yearly on average 17 customers, so for 1030 yearly customers. This corresponds to €256.63 per partner attracted and a customer acquisition cost of €15.07 in the first year. It should be mentioned that in reality this customer cost is a lot lower as partners keep on referring new customers after the first year.

Ambassadors

The 4 top ambassadors and 7 sub top ambassadors are offered free services and an extra fee (only for top athletes), with a total cost per year of €38,600 on overhead level. Regarding the number of customers attracted, the number of followers on instagram of the ambassadors is considered and there is assumed that 1% of the followers come to UPsports due to one year posting of the ambassador. This percentage is based on the fact that ambassadors such as Kevin Borlee have rather high engagement rates on their social media. This amounts to a total of 808 customers attracted per year thanks to the ambassadors and a corresponding customer acquisition cost of €47.8. In the case of 8 hubs in Belgium, when each customer is located in the capture area of at least one hub, this results in about 101 yearly customers per hub.

Social media

Social media ads are organized on hub level, investing in social media ads only in the 40km radius around a hub. It is assumed that for one hub at maturity, 50% of the customers are coming via medical partners and 50% is coming directly. The latter group can come via word of mouth (whether or not actively stimulated) or via social media ads and the assumed division is respectively 60%-40% at maturity of the hub. It will be shown in the section 'operations' that a hub a maturity has 2060 customers per year, from which 20% (412 customers) should be attracted via social media. Assuming a conversion rate of 0.10% when seeing 10 impressions and a cost of €5 per 1000 impressions, leads to a total yearly cost of 20,600€ for social media of one hub at maturity. This corresponds to a customer acquisition cost of €50 at hub maturity.

Referral program

The stimulated word of mouth by the referral program has a cost of € 30 per customer referring 5 new customers to UPsports. It is expected that 1% of the total amount of customers does attract 5 new customers. This results in 103 customers attracted per year per hub with a customer acquisition cost of €6.

Organic word of mouth

The organic word of mouth does not have a cost. It is assumed that the rest of the customers per hub (2060 at maturity of the hub) are attracted via organic word of mouth but that the percentage of pure organic word of mouth will not exceed 20%. However, it should be noted that all other marketing channels will reinforce the word of mouth and that in total a significant share of customers will be acquired via word of mouth.

Appendix O: CAPEX

CAPEX of opening one hub	
Treadmill (inculsive cameras, setup plus software)	€ 28.860,50
Digiped with software and holder	€ 2.576,50
PC en attributen (hubs, mouse)	€ 2.000,00
Templo (highspeed) without cameras	€ 1.750,00
Design	
Furniture / desk / frames / coat rack / bench / etc.	€ 2.000,00
TV screens (2) plus cables and mount	€ 2.000,00
Display clothing	€ 500,00
Clinical table	€ 1.200,00
Lighting, installation and curtains	€ 2.000,00
Individual measuring equipment (PALM + thickness gauge)	€ 398,00
Signage and stickers	€ 5.000,00
Stationary and mailings	€ 2.000,00
Atelier:	
Sander	€ 2.500,00
Workbenches	€ 600,00
Cupboards and storage	€ 500,00
Additional equipment depending on location: (painting, parking, layout, etc)	€ 1.115,00
Tablet per hub	€ 200,00
Work phone for both employees	€ 300,00
Total	**€ 55.500,00**
CAPEX for move of a hub	
Move of one hub (redesigning)	**€ 5.000,00**
CAPEX for renewal of mobile lab	
New mobile lab	€ 50.000,00
Recurring CAPEX	
Recurring CAPEX (€/hub opened)	€ 4.000,00
Renewal treadmill + cameras	€ 28.860,50
Lifespan of treadmill + cameras	5 years
Marketing CAPEX	
Login page for both partners and customers	€ 2.500,00
Website redesign	€ 5.000,00
Content creation - Kickstart of UPsports	€ 45.000,00
Content creation - Change of sports segment	€ 15.000,00

R&D	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Evidence based research & development products	€ 10.000,00	€ 20.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00

Total CAPEX	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Number of hubs	3	4	5	6	7	8	9	10	11	12
Number of hubs opened	1	1	1	1	1	1	1	1	1	1
Number of hubs moved	0	1	1	0	0	0	0	0	0	0
Opening new hub	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00	€ 55.500,00
Move of hub	€ -	€ 5.000,00	€ 5.000,00	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Mobile lab	€ -	€ 50.000,00	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Recurring CAPEX	€ 8.000,00	€ 12.000,00	€ 16.000,00	€ 20.000,00	€ 24.000,00	€ 28.000,00	€ 32.000,00	€ 36.000,00	€ 40.000,00	€ 44.000,00
Renewal treadmill + cameras	€ -	€ -	€ 28.860,50	€ 28.860,50	€ -	€ 28.860,50	€ 28.860,50	€ 28.860,50	€ 28.860,50	€ 28.860,50
Marketing CAPEX	€ 52.500,00	€ -	€ 15.000,00	€ -	€ -	€ -	€ -	€ -	€ -	€ -
R&D	€ 10.000,00	€ 20.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00	€ 30.000,00
Total CAPEX	**€ 126.000,00**	**€ 142.500,00**	**€ 150.360,50**	**€ 134.360,50**	**€ 109.500,00**	**€ 142.360,50**	**€ 146.360,50**	**€ 150.360,50**	**€ 154.360,50**	**€ 158.360,50**

Appendix P: How many patients should a partner refer?

How many patients should a partner refer in order to be lucrative?	
Cost of acquiring one partner	
Cost of visiting one partner (in own practice (1.5h) + in UPlab (2h))	134,98
Coversion rate (% of partners visited becoming loyal)	52%
Cost of acquiring one partner (€)	258,6
Number of customer necessary in first year to cover cost	
Contribution margin of one customer (€)	134,63
Number of customer necessary in first year to cover cost	1,92
Cost of maintaining one partner	
Evenings	
Working hours for employee (1h preparation + 3h workshop)	4
Number of evenings per year (per partner group)	2
Cost of employee for 2 evenings	275,1
Cost of snacks and drinks for two evenings	70
Number of partners benefiting	10
Cost per partner	**34,51**
Preparation evenings by manager	
Days per year (Every half a year, 3 days of preparation for one evening)	6
% FTE van manager	2,71%
Cost per year for manager hours per year	3555
Number of partners benefiting - in case of one mature hub	60,02
Number of partners benefiting - in case of ten mature hubs	600,18
Cost per partner - in case of one mature hub	**59,24**
Cost per partner - in case of ten mature hubs	**5,92**
Webinars	
Days of preparation (2 times per year, each 5 days of preparation)	10
% FTE van manager	4,52%
Cost of manager (€/year)	5926
Number of partners benefiting - in case of one mature hub	60,02
Number of partners benefiting - in case of ten mature hubs	600,18
Cost per partner - in case of one mature hub	**98,73**
Cost per partner - in case of ten mature hubs	**6,08**
Cost per year of maintaining one partner - in case of one mature hub (€)	**192,49**
Cost per year of maintaining one partner - in case of 10 mature hubs (€)	**46,52**
Number of customer necessary per year - in case of one mature hub (€)	1,430
Number of customer necessary per year - in case of 10 mature hubs (€)	0,345

Appendix Q: Tenders

Appendix Q1: Tender of Sportgericht

SPORT gericht
vakliteratuur in beweging

Uitgeverij Sportgericht
Julianastraat 73
2771 EB BOSKOOP
0172-230681
sportgericht@xs4all.nl
www.sport-gericht.nl
@SportGericht
KvK 29045338
IBAN NL42 INGB 0002 9862 82

Advertentietarieven 2020 Sportgericht

- full colour
- bedragen in € per plaatsing
- exclusief 21% BTW

afmeting	b x h (mm)	plaats	1x	2x	3x	6x
A4	180 x 248	omslag 2	1050	995	945	840
		omslag 3	995	945	895	795
		omslag 4	1095	1040	985	875
1/2 A4	180 x 121	omslag 2	630	595	565	505
		omslag 3	595	565	535	475
		omslag 4	660	625	590	525
		binnenwerk	500	475	450	400
1/3 A4	180 x 78	binnenwerk	435	410	390	345
1/4 A4	87 x 121	binnenwerk	375	355	335	295

Appendix Q2: Tender of Esign for an online marketing campaign

PRIJZEN

Esign heeft een open prijsstructuur. Wij werken met duidelijke prijzen die voor iedereen zichtbaar zijn.

Projecten op basis van offertes worden afgehandeld naar de prijs van de offerte.
Bijkomende werken worden in regie uitgevoerd tenzij er op aanvraag van de klant een extra offerte gevraagd wordt.

OFFERTE

ONLINE MARKETING - ADVIES - ONE-OFF COST	**TOTAAL**
Analyse huidige situatie	340.00 €
Uitwerking advies	340.00 €
TOTAL	**680.00 €**

ONLINE MARKETING - SETUP - ONE-OFF COST	**TOTAAL**
Setup SMA - Facebook Business Account *Setup FB Business account, gebruikerstoegang, betaalinstellingen, pagina link, ...*	170.00 €
Setup Tracking - Google Analytics en Tagmanager *Setup Googe Tagmanager, setup goals, setup E-commerce tracking, ...*	510.00 €
Setup Data Studio Rapport *Setup Google Data Studio Rapport met databronnen, formulering en monitoring van doelstellingen*	340.00 €
TOTAL	**1020.00 €**

ONLINE MARKETING - CAMPAIGN - ONE-OFF COST	**TOTAAL**
Doelgroep segmenteren *Doelgroepen/audiences definiëren* *- budget berekenen op basis van audience grootte*	510.00 €
SMA - Facebook & Instagram *Branding campagne - Traffic campagne - Lead Generation - Remarketing campagne* *- afhankelijk van campagne structuur en opbouw funnel -*	1020.00 €
TOTAL	**1530.00 €**

ONLINE MARKETING - CONTENT - ONE-OFF COST	**TOTAAL**
Blogartikel / Case studies / Testimonials *- afhankelijk van input klant* *- per opgeleverd artikel in NL*	510.00 €
Newsletter	340.00 €
Visuals *- afhankelijk van input klant* *- per opgeleverde campagne visual*	340.00 €
TOTAL	**1190.00 €**

ONLINE MARKETING - OPVOLGING - RECURRING COSTS MONTHLY	**TOTAAL**
SMA - campagne opvolging *Doelgroepen, advertentietekst en intsellingen, URL's, visuals, budget, ...*	340.00 €
TOTAL	**340.00 €**

ONLINE MARKETING - RAPPORTEREN - RECURRING COSTS MONTHLY	**TOTAAL**
SMA - Analyse, rapportage en aanbevelingen	340.00 €
TOTAL	**340.00 €**

ONLINE MARKETING - PROJECT MANAGEMENT	TOTAAL
Project Management (10%)	510.00 €
TOTAL	**510.00 €**

Totaal (excl. BTW, excl. opties)	5610.00 €

OPTIES

ONLINE MARKETING - MEDIABUDGET	TOTAAL
SEA *- Dagbudget: €X*	0.00 €
SMA *- Dagbudget: €X*	0.00 €
TOTAL	**0.00 €**

UURTARIEF

FUNCTIE	JUNIOR	MEDIOR	SENIOR
Designer	€ 60.0	€ 70.0	€ 80.0
Front-end developer	€ 70.0	€ 80.0	€ 90.0
Back-end developer	€ 80.0	€ 90.0	€ 100.0
Online marketeer			€ 85.0
Project Manager			€ 90.0

Verdere support en ondersteuning na oplevering van het project zal afgerekend worden aan de tarieven van het profiel dat de werken uitvoert.

OPMERKINGEN

- Alle vermelde prijzen zijn exclusief BTW.
- De offertebedragen voor websites zijn opgemaakt op basis van de gemaakte sitemap die uit de briefing met de klant komt. Wijzigingen die gebeuren na het aftekenen van het design en die niet opgenomen waren in de offerte worden afzonderlijk bekeken.
- Domeinnaamregistraties, Unleash licentie & webhosting worden jaarlijks gefactureerd
- Opzegtermijn te melden één maand voor vervaldag
- Betalingsvoorwaarden: 30 dagen na factuurdatum
- Geldigheid offerte: 1 maanden na datum
- Verplaatsingskosten (vanaf de tweede meeting): € 0,38 / km

BESTELBON

Offerte nummer: 2020197
Offerte datum: 2020-06-12

Uw persoonlijk aanspreekpunt bij Esign:
Emma de Jager
emma@esign.eu
+32 485 41 10 46

We bevestigen dat we willen samenwerken met Esign voor dit project zoals omschreven in deze offerte, op basis van de omschreven functionaliteiten en opgenomen bedragen voor een totaal bedrag van **5 610** € (excl. BTW).

Naam klant

Datum en plaats

Handtekening van gemachtigde persoon

Appendix Q3: Tender of Esign for the redesign of the website

ESIGN	Analyse			Design			Front-end			Back-end			Inbegrepen	Totaal			Comments
	€90 / uur			€70 / uur			€80 / uur			€90 / uur							
	Min	Max	Avg	Min	Max	Avg	Min	Max	Avg	Min	Max	Avg		Min	Max	Avg	
Inwerken + overname huidige website + nieuwe CMS							3	4	3.5	10	14	12	☑	€1,140	€1,580	€1,360	we integreren de bestaande front-end in onze CMS
Herwerken navigatie + multipage				1	2	1.5	3	6	4.5	2	4	3	☑	€490	€980		
Pagina's													☑				
Intro keuze pagina partner/klant				1	1	1	4	4	4				☐				
Ik ben partner	1	1	1	3	4	3.5	4	8	6	1	1	1	☑	€710	€1,100	€905	
Ik ben klant	1	1	1	3	4	3.5	4	8	6	1	1	1	☑	€710	€1,100	€905	
Cases	1	1	1	2	2	2	4	6	5	4	6	5	☑	€910	€1,250	€1,080	
Blog / nieuws				1	1	1	1	2	1.5	1	2	1.5	☑	€240	€410	€325	kan wss grotendeels op cases gebasseerd worden
Maak een afspraak							1	2	1.5				☑	€80	€160	€120	voorstel om te werken met https://calendly.com/
													☑				
Login													☑				
Authenticatie (login/register/paswoord vergeten)							8	12	10	8	12	10	☑	€1,360	€2,040	€1,700	incl automatische emails (bvb paswoord vergeten) + startscherm
Artikels (webinar/tekst/...)				1	1	1	1	2	1.5	1	2	1.5	☑	€240	€410	€325	kan wss grotendeels op cases gebasseerd worden
Discussieplatform													☐				wat houdt dit in?
Rapporten patienten				1	1	1	1	1	1	1	1	1	☑	€240	€240		ik ga uit van een lijst van PDF's met telkens naam/datum
													☑				
Project management (10%)														€564	€862	€640	
Totaal	3	3	3	13	16	14.5	34	55	44.5	29	43	36		€6,684	€10,132	€7,360	
														Onze budgettering is het gemiddelde van een minimum en maximum inschatting voor elk punt. De mate dat deze van elkaar verschillen is afhankelijk van hoe (on)duidelijk de specificaties / verwachtingen zijn. Om deze te verfijnen dient er een duidelijker lastenboek opgesteld te worden.			